

R4

USAID/NAMIBIA

Results Review and
Resource Request (R4)

Please Note:

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April 11, 2000

Ms. Vivian Lowery Derryck
Assistant Administrator for Africa
U.S. Agency for International Development
Washington, D.C.

Dear Vivian:

I am pleased to submit to you the FY 2002 R4 for USAID Namibia. This R4 follows on the results and recommendations of the recent Washington review and approval of our new Country Strategic Plan (CSP) for 2000-2005, and presents significant concrete development results attained over the past year in each of our sectors of focus.

Just as there are stark geographic and social contrasts that mark Namibia, equally sharp contrasts become apparent when evaluating the country's progress ten years after Namibia's independence. The country has much to be proud of, and yet difficult development constraints still remain. Namibia's stellar infrastructure, relative political stability and the sense of social harmony among twelve major ethnic groups, as well as its independent judiciary are clearly positive factors. However, the optimism that emanates from these factors must be tempered by Namibia's rising unemployment (40 percent), continuing income disparities between whites, blacks, and Namibians of mixed race, involvement in regional conflicts centered around Angola and the DROC, and the deadly HIV/AIDS epidemic which threatens to undermine much of Namibia's progress and compromise the country's future development.

On the latter negative trend, Namibia is suffering from dramatic rising HIV infection rates that place the country at the epicenter of the epidemic. More than one in five of Namibia's adult population is HIV positive. Given this grim situation, I am particularly pleased that with your recent approval, the Namibia program, and thus our R4 submission, now includes the addition of a comprehensive, innovative, and much needed Special Objective on HIV/AIDS Prevention. Our new program will work to stem the HIV tide in the economically vital, and especially hard-hit coastal region of Namibia. Through what we hope will be a successful model prevention program, USAID will be able to galvanize and leverage effective allocation and application of funding for HIV/AIDS prevention from other donor, private sector, and government sources in southern Africa.

Apart from this, we have also re-focused our Strategic Objective #1 to directly address unemployment and economic inequities through support for small and medium enterprise development. Our program will be the most substantial business development effort in the country targeted at supporting the growth of black-owned businesses, the training of small entrepreneurs in managerial skills, and raising the quality of business services available nationwide.

Our continuing programs in natural resources management and basic education are achieving powerful results in Namibia. Through our Strategic Objective #3 environmental program, six

new wildlife conservancies have been established, bringing the total to ten, and more than \$400,000 in new income was generated in 1999 for communities in Namibia's economically-marginalized communal areas. Our basic education program in particular is highly valued by the Namibian government and has effectively upgraded the skills of teachers and produced curricula in five African languages that are being used in more than 500 of Namibia's most neglected primary schools. Finally, our democracy and governance activity, Strategic Objective #4, has resulted in a more effective and efficient legislative branch of government that regularly seeks public input and comment on the most critical legislation of the day.

While we are showing significant and quantifiable results, our work in Namibia is not done and the value of a continued USAID engagement here remains undiminished. The final phases of our basic education, natural resources, and democracy SOs will need to consolidate gains and build to national scale. Our newly introduced programs in HIV/AIDS and small business development will need resources and time to take hold, and attract and leverage other sources of interest and funding to guarantee success and sustainability.

USAID plans to complete its bilateral assistance to Namibia in 2005. It is critical that we receive the requested level of resources in this R4 and in our new Country Strategic Plan to ensure fully sustainable results and an assistance legacy that the USAID Africa Bureau, and indeed, the U.S. Government, will be able to look back on in the future as a model cooperative development effort.

Sincerely yours,

Dr. Carole Scherrer-Palma
Mission Director

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ACCRONYMS

AA	- Affirmative Action
ATLAS	- African Training for Leadership and Advanced Skills
BES	- Basic Education Support
BSOs	- Business Support Organizations
CAN	- CBNRM Association of Namibia
COD	- Consolidation of Democracy
DFID	- Department for International Development (British)
FINNIDA	- Finland's aid agency
GRN	- Government of the Republic of Namibia
GTZ	- Gesellschaft für Technische Zusammenarbeit
HDN	- Historically Disadvantaged Namibian
KfW	- Kreditanstalt für Wiederaufbau
LIFE	- Living in a Finite Environment
MBEC	- Ministry of Basic Education & Culture
NAWEGRO	- Namibia Women's Empowerment Group
NCCI	- Namibia Chamber of Commerce and Industry
NDI	- National Democratic Institute
NNAWIB	- Namibia National Association of Women in Business
NNF	- Namibian Nature Foundation
ODA	- Overseas Development Authority
OE	- Operating Expenses
PEP	- Professional Enhancement Program
WWF	- World Wildlife Fund

Overall Performance:

USAID Namibia's 1999 results reflect a cooperative development program that is on-track, and in some areas, significantly exceeding projected targets. Two of the Mission's four Strategic Objectives (in basic education and natural resources management) have exceeded expectations, and are regarded by outside observers as some of the most successful programs in Africa.

Background:

Namibia has established a working democracy, albeit dominated by one political party, with a relatively free print media and private radio stations that present alternative, often critical, viewpoints on key issues. Citizens are provided the opportunity to exercise their right to vote in regular national, regional, and local elections, and the popularly elected Government is committed to racial and ethnic reconciliation and improving the welfare of its entire people. Likewise, the Government of Namibia (GRN) is pursuing free market policies that aim to place the economy on the path of self-sustaining growth. The political situation along with Namibia's open market and pro-investment policies form an attractive business climate.

In the December 1999 Presidential elections, Sam Nujoma, co-founder and leader of the South West Africa People's Organization (SWAPO), won re-election to a third-term as President, capturing just over 75 percent of the vote. The election season was marked by the formation of a new opposition party led by former SWAPO member Ben Ulenga. The new party, Congress of Democrats, succeeded in winning 10 percent of the vote, supplanting the Democratic Turnhalle Alliance (DTA) as the second largest party. International election observers characterized the recent elections as generally free and fair. Recently Namibia has also begun to enjoy increased international prominence. Namibia has assumed a high profile as the African Representative on the UN Security Council, and Namibia's Minister of Foreign Affairs is serving as the President of the UN General Assembly for the 1999–2000 period.

Despite the positive elements listed above, two security issues, if not dealt with, have the potential to undermine Namibia's progress: 1) the 26 year old civil war Angola war that has recently spilled over Namibia's northern border; and 2) long-term instability in the Caprivi region. Recent deployments of Angolan Armed Forces (FAA) and UNITA raids close to and inside Namibia's northern border have resulted in heightened tensions, the killing of Namibians and tourists, as well as substantial loss of income. It is not yet clear how long the Angolan war will continue to directly affect Namibia and stability in the region. The Caprivi situation may be an even more persistent concern for Namibian security. The East Caprivi is culturally, tribally, and linguistically different, regarded as "foreign" by many Namibians. Some Caprivians have expressed political support for the opposition through joining a secessionist movement, which has committed acts of violence. To date the USAID program has been relatively unaffected by either security concern. Nonetheless both the Angolan and Caprivi situation will be closely monitored and strategies put into place if problems escalate.

Although the GRN is aggressively pursuing other outside investors and Namibia may be considered one of the stronger economies on the continent, it has been affected negatively by the

competitive forces of globalization and by fluctuating world market prices for leading export commodities. Severe and rising levels of unemployment (over 40 percent) pose a particularly troublesome and ultimately destabilizing threat to Namibia's future. Each year, more than 20,000 students graduate from schools and yet only 4,000 new jobs are available to them. Consequently, employment-generating growth from the small business sector is the top priority of the Namibian Government, and a new emphasis of the USAID program.

Perhaps the most deadly threat to Namibia's political, social, and economic stability is the scourge of HIV/AIDS. In 1998, UNAIDS estimated that Namibia was among the four most affected countries in world. A 1998 survey by the Ministry of Health and Social Services indicated that at least 20% of sexually active adults in Namibia are infected with HIV. Rates of infection are particularly high in Oshakati (34%), Walvis Bay (29%) Katima Mulilo (29%), and Windhoek (23%) -- the most important economic and social centers of the country. This high and increasing rate of infection among adults is especially serious, given the small population and extremely limited skilled human resources base. The social and economic impact of the epidemic is widely apparent. Since 1996, AIDS has been the leading cause of death, killing more people than malaria and tuberculosis combined. Given the concentration of the epidemic in youth and young adults, the anticipated direct and indirect costs of the disease are extremely high. UNDP estimates that by 2003, the direct and indirect cost of HIV/AIDS to the Government will amount to N\$8 billion -- almost 20% of GDP. Social costs are also very high, with hundreds of thousands of children predicted to lose at least one parent to AIDS by 2010. USAID's newly approved HIV/AIDS prevention program will be an important catalyst for more effective strategies and ways to combat the spread of the disease in Namibia.

USAID Program Strategic Links to the Mission Performance Plan (MPP):

The FY 1999 - 2001 U.S. Mission Namibia Performance Plan (MPP) states that the U.S. Government's (USG) highest foreign policy interests are to: 1) promote Namibia as an African success story, and 2) gain the country's support for U.S. policy initiatives when Namibia serves as the African representative on the United Nations Security Council. USAID Namibia's interventions are directly related to three MPP goals: 1) economic development; 2) democracy and, in a tangential way, 3) public diplomacy.

- ***Economic Development:*** “promote sustainable economic growth, U.S. - Namibia commerce, human resources development, natural resources management, and equal opportunity” (*achieved through USAID’s programs in small/medium enterprise development [SO 1], basic education [SO 2], natural resources management [SO 3], and the new HIV/AIDS program [SPO 1].*
- ***Democracy:*** “support the consolidation of democracy and respect for human rights in Namibia” (*achieved through USAID’s DG program [SO 4] and the Democracy and Human Rights Fund [DHRF] administered by the Embassy).*
- ***Public Diplomacy:*** “further develop a foundation of trust and mutual respect between the peoples of Namibia and the United States, and promote a free flow of information between the cultures” (*achieved through all SOs).*

Achievements:

USAID manages the second largest bilateral assistance program (after Germany) in Namibia and is the lead donor in most of our sectors of focus. The USAID program is highly regarded and has been singled out publicly by members of the Namibian Cabinet, Parliament, and the private sector, as critically important to meeting Namibia's development challenges and priorities.

To address unemployment, flagging economic growth, and continued income disparities, **Strategic Objective #1** has been re-focused to target small and medium enterprise development. Washington approved a new results framework for S.O. #1 in 1999, and implementation of the new business support activities has begun through two key local partners.

In 1999 **Strategic Objective #2's** completed its highly successful first phase of USAID's basic education support (BES) program, with more than 2500 teachers upgrading their teaching skills, and curriculum developed in five African languages and being used in more than 700 classrooms in grades 1-4 in the most disadvantaged schools in northern Namibia. The Academy for Education in Development (AED) was selected through a competitive solicitation to be the primary implementor of the final phase of BES, which will strengthen school support systems and the nationwide adoption of Ministry education reforms.

Strategic Objective #3 continued to produce significant results exceeding original projections for generating benefits for Namibians historically disadvantaged by Apartheid through the sustainable management of wildlife and natural resources. Demand from communities for assistance to create wildlife conservancies is soaring, and in 1999 six additional conservancies reached the point of legal recognition and gazetting by the Government, bringing the total to ten. More than \$400,000 was generated in 1999 alone by increased private sector interest in new tourism ventures, community enterprises, and projects. More than 100,000 Namibians living in communal areas stand to benefit from this program by its conclusion in 2005.

USAID's tightly focused Democracy and Governance program (**SO #4**) directed at the strengthening of Parliament also continued to demonstrate visible progress and results. Members of Parliament and legislative committees now regularly consult with citizenry and NGOs for input and comment on pending legislation, including debate on the national budget. The national budget was published in 1999 and made available for public dissemination in all the major African languages of Namibia.

Finally, the approval this year by USAID Washington, and the Namibian Government of the Mission's new **Special Objective in HIV/AIDS** prevention presents a new outstanding

opportunity for USAID to lead and galvanize greater and more effective support in combating the disease.

The Future:

With 2005 as the planned completion date of USAID assistance in Namibia, ensuring the sustainability of USAID's development efforts will be the number one priority of the Mission for the next five years. This R4 submission and the recently submitted Namibia Country Strategic Plan for 2000-2005 outline the path and approaches that will be taken by our Strategic Objectives over this period and the resources required to achieve sustainability.

RESULTS REVIEW FOR STRATEGIC OBJECTIVE #1:

Economic Empowerment of Historically Disadvantaged Namibians through Accelerated Private Sector Growth. 673-001

Overall Performance Assessment:

Not meeting expectations

Summary: Namibia's per capita income of nearly \$2000 per annum masks extreme inequalities. The modern sector of the economy shows an annual per capita income of about \$16,500, while in the subsistence sector individuals earn only about \$85 per annum. Because of these factors and the high and growing level of formal sector employment, the Mission has reformulated the strategy to directly address economic growth and employment creation.

To increase the productive segment of the workforce and to lay the basis for sustained economic growth, the rate of enterprise expansion and/or formation must increase. USAID's revised strategy focuses on small and medium enterprises (SMEs), which represent the most attractive targets of opportunity to promote economic growth and jobs. As reformulated, the strategy directly addresses the need for private sector managerial and entrepreneurial skills, and for improved business support services and technology linkages for SMEs.

The revised Strategic Objective is the "*economic empowerment of historically disadvantaged Namibians through accelerated private sector growth*" and will support economic growth and employment by directly addressing the need for private sector managerial, entrepreneurial and technical skills, and improved business support services and technology linkages for SMEs. Under the revised Strategic Objective approved by USAID Washington in August 1999, three principal Intermediate Results, achievable by 2005, have been established:

- * IR 1.1: Increased Numbers of HDNs Acquiring Enhanced Entrepreneurial, Managerial and Technical Skills
- * IR 1.2: Sustainable Local Capacity to Deliver Quality Business Support Services for SMEs
- * IR 1.3: New Business Linkages and Markets Formed

Sector overview: The economic growth rate fell to 1.8 % in 1997 and dropped again in 1998. While growth returned to 2.6% in 1999, further deterioration may be expected from impacts on business activity of the 'spill-over' of the Angolan conflict in northern Namibia. On the policy front, the introduction of value-added tax may ultimately simplify business taxation, while leading to increased government revenue and investment. And the GRN's partial implementation of its decentralization policy, with 20% of budget destined to the regions, should help foster greater use of small local firms to supply goods and services.

Certain other institutional and policy-linked developments are also more positive. In FY 99, the GRN-inspired Loan Guarantee Fund for small and micro-enterprises was launched, drawing

European Union (EU) financial support and enlisting three commercial banks. Most importantly, this credit initiative will link to business services organizations (BSOs) supported under USAID's strategy. In FY 99, several indigenous investment groups were formed, such as the Ongopolo group seeking to revitalize the Tsumeb Corporation Limited copper mine and the small women investors organized under NNAWIB and Namibia Women's' Empowerment Group (NAWEGRO), indicating an increased overall level of economic activities among HDN entrepreneurs.

Progress and key results: By the end of FY 1999, over 1450 HDNs, across all sectors, had received USAID-funded managerial and technical training. Of all short-term, in-country trainees, 31% were women. Near gender parity was reached among long-term MA/MBA candidates: to date, 40 of 82 have been women. Tracking of post-training career moves indicates a general pattern of enhanced roles, in that a large number of long-term training participants were ultimately promoted within their institutions or increased duties and reporting levels in later, lateral career moves.

On a broader institutional level, some real gains in terms of "access" were registered. In partnership with the NCCI and following up work with a number of specific large firms, USAID supported a major, national-level Affirmative Action (AA) conference widely attended by the private sector and opened by the Prime Minister. As a specific outcome, many firms companies expressed readiness to install the Namibia Monitor under development. Six of these also volunteered to be testing sites for this monitoring and reporting software, being developed to help firms monitor their progress in planning and implementing practical actions to promote employment equity, while advancing their business interests and bottom line.

Notwithstanding advances in terms of increased numbers of trained Namibians, and an improved private sector institutional environment for "access", given the lag to produce "enhanced roles" and problems of attributing enhanced HDN roles to USAID investments, USAID's overall performance assessment of the prior strategy, in force for FY 99, remains "not meeting expectations".

The reformulation of SO #1 strategy has sought to address economic trends in Namibia head-on. Thorough consultation with all stakeholders has taken place at every step of the project development process. Although SO #1 will not undertake credit interventions, USAID met with all commercial banks and closely monitored the launching of the new SME Loan Guarantee Fund. Other key responses to current trends have been in implementation of a number of ground-laying activities under current mechanisms, to "test the field" and to develop partnerships as the new strategy is being put into place.

Prospects and possible adjustment to plans: During FY 99, assistance under SO #1 was provided by the Institute for International Education under the Global Training for Development program, and the ATLAS graduate-level training program. Limited activities were conducted with earlier public sector partners, e.g., the National Planning Commission (NPC), while work with private sector partners, such as the Namibia Chamber of Commerce and Industry (NCCI), the Namibia National Association of Women in Business (NNAWIB) and other business-

oriented NGOs, and some direct support to firms, above all to small and medium entrepreneurs. Support to public sector agencies and large firms was primarily to support development needs and to promote employment equity and linkages between smaller HDN-owned businesses and large-scale “mainstream” firms.

A new Results Package approved in FY 2000 will begin scaled-up efforts to provide business consultation and training assistance so as to ‘grow’ SMEs, while upgrading services and developing the capacity of local business services organizations (BSOs) to extend their outreach to currently under-served areas. An export-oriented trade/joint venture follow-up service will be brought on-line to assist new offshore, technology-based business linkages, and a new BSO partnership promoting local subcontracting and outsourcing with large firms established, both resulting in business growth.

Other Donor Programs: Germany has helped establish the Small Business Credit Guarantee Fund and enlist commercial banks in credit extension and collaboration with non-financial service providers. The European Commission has provided funding to underwrite this nascent credit guaranty scheme. Other, bilateral donors have provided small-scale assistance to the micro-enterprise sector, primarily through training and direct assistance, generally at the level of community organizations and sectoral NGOs. Austrian, UK, and Italian-funded activities have assisted micro-enterprises through local or regional NGO service providers, including microfinance. The UNDP has approved a program called “Enterprise Namibia” which, working in collaboration with UK’s Department for International Development (DIFD), targets small and medium firms parallel to the USAID strategy, albeit on a very limited scale. USAID coordinates closely with Enterprise Namibia and its implementing partners. The Ford Foundation has provided funds to NCCI to establish an affirmative action advisory service.

Principal Contractors, Grantees, or Agencies: The current U.S. implementing partner for USAID-funded training is the Institute for International Education. Local partners include the GRN, NCCI, private sector companies, and several NGOs, including the Indigenous People's Business Council. USAID anticipates a competitive procurement in FY 2000 to implement key components of the revised strategy, in cooperation with local Namibian business services organizations (BSOs).

Indicator Tables for SO #1

Previous Strategy

<p>USAID/Namibia Objective: SO #1 Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations</p> <p>Result Name SO #1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations</p> <p>Indicator 1: (SO level) Number of USAID-trained HDNs assuming increased responsibilities</p>			
Unit of Analysis: Total # of Namibians - cumulative. (Total # of women)	Year	Target	Actual
Source: READ, ATLAS, HRDA	1997	134	139
	1998	251	181
Indicator description: Number of HDNs reported to having expanded vertical and horizontal loading of managerial and professional responsibilities, increased autonomy, and greater independence in scheduling own work.	1999	270	191
	2000	297	*
	2001	Revised, per new strategy	
<p>Comments: In FY 97, HDNs assuming enhanced roles were 40% women, and in FY 99 the ratio had increased slightly to 42% women. With strategy revision, previous public sector and NGO targets were sharply reduced in FY 99, and private sector training was reoriented to SME needs, impacts no longer following the logic of the previous PMP. *Note that FY 99 is the final year for which data under this indicator will be reported. See new performance monitoring plan and illustrative targets.</p>			

<p>USAID/Namibia</p> <p>Objective: SO #1 Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations</p> <p>Result Name SO #1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations</p> <p>Indicator 2: Targets organizations internally producing enhanced roles for (SO level) HDNs.</p>			
<p>Unit of Analysis: Number of organizations providing opportunities for HDNs.</p>	Year	Target	Actual
	1997	11	13
<p>Source: READ, PTMS, M&E</p>	1998	19	23
	1999	32	24
<p>Indicator description: Number of organizations recruiting HDNs, including HDNs in selection committees, and providing career development and training opportunities for HDNs. (Cumulative)</p>	2000	72	*
	2001	Revised, per new strategy	
<p>Comments: With strategy revision, previous public sector and NGO targets were sharply reduced in FY 99, and private sector training was reoriented to SME needs, impacts no longer following the logic of the previous PMP. *See new performance monitoring plan and illustrative targets. It should be noted that USAID's primary target group under the revised strategy are SMEs primarily owned by HDNs, for whom internal opportunities are constrained by the rate of business growth rather management practices.</p>			

<p>USAID/Namibia Objective: SO #1 Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations</p> <p>Result Name IR #1.1: Increased number of historically disadvantaged Namibians acquiring enhanced managerial and technical skills and knowledge</p> <p>Indicator 1: (for IR 1.1) Number of USAID funded HDNs completing long-term training who acquire advanced managerial and technical skills</p>			
<p>Unit of Analysis: Total # of HDNs cumulative (Total # of women)</p> <p>Source: READ, ATLAS</p>	Year	Target	Actual
	1997	128	138
	1998	153	191
<p>Indicator description: Number of HDNs completing academic training.</p>	1999	173	197
<p>Comments: * Note FY 99 is the final year for which data under this indicator will be reported. Anticipated program completion by MA/MBA candidates indicates an FY 2000 "actual" of 197 (39% women). Based on the final recruitment wave for ATLAS degree candidates who will complete training in FY 2002, the final "actual" for this indicator is 221 (40% women). For ATLAS training alone, gender parity will have been achieved by 2002, with 41 women among 82 anticipated graduates.</p>	2000	193	*

Revised Strategy

<p>USAID/Namibia Economic Empowerment of HDNs through Accelerated Objective: SO #1 Private Sector Growth</p> <p>Result Name SO #1: Economic Empowerment of HDNs through Accelerated Private Sector Growth</p> <p>Indicator 1: Growth of USAID-assisted firms (30% to women-owned) (SO level)</p>			
<p>Unit of Analysis: Total number of SMEs - cumulative (total # of women-owned SMEs).</p>	Year	Target	Actual
	2000	TBD	
<p>Source: BSO service statistics and SO- sponsored SME survey responses</p>	2001	3	
	2002	10	
<p>Indicator description: Growth in terms of enterprise size, number of new jobs created by SMEs that were assisted through USAID- support. (Specific criteria TBD)</p>	2003	20	
	2004	45	
<p>Comments: Although implementation begins in FY 2001, numerically significant impacts of interventions (growth, measured in increased revenue, employment, etc.) can only be anticipated, at the earliest, in 2002. At the highest (SO) level, some one-eighth of the total projected assisted firms (± 600) will be expected, after counting business failures, to demonstrate significant growth by the end of the strategy. A large number, some one-sixth, will be expected to demonstrate a reinforced management capacity, as measured by survey of assisted firms.</p>	2005	75	

USAID/Namibia Economic Empowerment of HDNs through Accelerated Objective: SO #1 Private Sector Growth			
Result Name IR #1.2: Sustainable local capacity to deliver quality business support services for SMEs			
Indicator 1: Number of SME firms provided with in-house consultation (for IR 1.2) and mentoring services			
Unit of Analysis: Number of firms provided with service (total # of women-owned firms). Cumulative.	Year	Target	Actual
	2000	TBD	
Source: USAID-supported BSO records	2001	30	
	2002	90	
Indicator description: Indicator looks at spread of service delivery as a measure of BSO capacity.	2003	240	
	2004	400	
Comments: The end-of-strategy target (600 firms) is an ambitious one. This target will be revised during FY 2001 once the contractor is on the ground. It should be noted that this figure includes firms that will have varying levels of intensity in services provided. The target for women-owned or operated firms is 30%.	2005	600	

<p>USAID/Namibia Economic Empowerment of HDNs through Accelerated Objective: SO #1 Private Sector Growth</p> <p>Result Name IR #1.3: New business linkages and markets formed</p> <p>Indicator 3: Number of export-oriented offshore direct investment and joint (for IR #1.3) ventures</p>			
<p>Unit of Analysis: Number of joint ventures, direct investments and capital partnerships. (annual)</p>	Year	Target	Actual
	2000	TBD	
<p>Source: USAID/GTN records on contracts and activities by Namibian firms</p>	2001	1	
	2002	2	
<p>Indicator description: Number of direct investments and joint ventures and their values from assisted Namibian firms</p>	2003	4	
	2004	7	
<p>Comments: Criteria are to be established regarding formalization of partnership arrangements, registration, and initiation of operations, etc. An attempt is made here to reflect capital investments beyond sales representation or licensing/commissions-based operations, although these will also be tracked.</p>	2005	10	

RESULTS REVIEW FOR STRATEGIC OBJECTIVE #2

Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools, 673-002

Overall Performance Assessment:

Exceeding Expectations

Summary: The education system inherited by the Government of the Republic of Namibia (GRN) at Independence was fragmented along racial and ethnic lines, with vast disparities in the allocation of resources. Consequently, the GRN has given high priority to the reform and restructuring of the whole system. USAID supports the efforts of the Ministry of Basic Education (MBEC) to improve Namibia's nascent education system by improving the system where it was most neglected, i.e. at the lower primary level. Specifically, SO#2 assists the GRN by improving the delivery of quality primary education to Namibian students in grades 1 to 4 in the most disadvantaged schools. Through a three-pronged approach, the following is provided: 1) an improved lower primary curriculum in 5 of the most commonly spoken local languages in at least 500 of the most disadvantaged schools in the country, 2) better teachers through intensive training and better teaching materials, and 3) a new monitoring and evaluation capacity at the Ministry to track the reform progress.

Support to the Ministry of Basic Education and Culture (MBEC) lower primary phase aims at all levels in the system: at the national, regional, and school levels: At the national level, USAID has supported the MBEC through technical assistance for education policy reform, curriculum development, materials translation into mother tongue, student assessment, policy development and effective planning. At the national and regional levels, USAID has improved the capacity of the MBEC to monitor and evaluate its reform progress benchmarks. At the regional and school levels, USAID has provided assistance to the training of the least qualified teachers in the country and a mechanism for those teachers to become qualified primary school teachers, thus retaining as well as improving a scarce teaching force. At the school level, key assistance from Peace Corps has resulted in on site daily teacher and school support for better class instruction and school management.

Progress and key results: Results under SO#2 during the period have exceeded expectations. Major achievements include: 1) More effective implementation of MBEC policies, 2) the completion and distribution of Grades 1-3 curricula packages in five local languages to over 500 hundred schools in four education regions, 3) 2200 teachers were trained in the use of the new materials (an evaluation of the materials in the classroom has shown substantial improvement among students in Math and other subjects), 4) significant progress made in the Professional Enhancement Program (PEP) with 32 MBEC officials progressing towards MA and PhD degrees in curriculum development and educational policy and research, and 5) the MBEC now has increased capacity in research, data collection, monitoring & evaluation, and in the management of an advanced Education Management Information System.

Performance of all SO #2 activities has been excellent and the program has been hailed as a unique success by the MBEC and other donors. Many positive changes have taken place nationally, regionally and at the school level. There are new policies guiding the development, translation, distribution and assessment of curricula and teaching materials for Grades 1 through 4. A new national assessment policy for primary school student achievement is in place. A new national teacher's certification program is well underway, qualifying primary school teachers and ensuring their continuation in the education system. Several additional research and statistics training programs were offered for Ministry officials involved in policy development, planning and research. Two series of USAID-funded research monographs: *Inside Reform* and *Exploring the Complexities of Education* were published and distributed to the education community worldwide. Most significantly, USAID has supported a major education sector assessment entitled: *The President's Commission for Education, Training and Culture*, which was presented to the Namibian president and the National Assembly for further policy recommendations and education improvements.

At the regional and school levels, USAID has supported 500 disadvantaged lower primary schools in four target regions, serving more than one-half of the lower primary school learners in the northern regions and 25% of the most disadvantaged student population in Namibia. Activities have assisted teachers in the delivery of improved curricula and teaching methods. Currently, improved Grade 1 through 4 materials have been introduced into four of the nation's seven educational regions. Over 80 local trainers and 2200 educators have been trained to undertake and sustain this task. USAID through its partnership with US Peace Corps has also assisted unqualified teachers in becoming certified primary school teachers through one-on-one tutoring, local workshops and training sessions throughout the country.

The nationwide monitoring and evaluation system for tracking results at the primary school level that was established in the MBEC continues to broaden its program of evaluating the MBEC's reform progress with a newly developed monitoring and evaluation activity that continued in 1999 with assistance from a local NGO.

The vast majority of teachers benefiting under this program (Grades 1-4 Primary school level) are female. Therefore, this intervention impacts positively on the professional, as well as economic and personal situation of an important section (women, most being heads of households) of the economically active population in the northern, most disadvantaged regions. The proposed program under the BES –II phase includes activities aimed at school principals (a group that includes a small number of women). Equally important, the envisaged school board project deliberately aims at including a fully representative number of female parents on the governing bodies of local schools. Percentage targets to monitor such participation are to be set.

Prospects and possible adjustments to plans: USAID will continue to support the GRN's education reform program, with Grade 4 materials introduced in 2000. Learner achievement will continue to be measured, to assess project impact and to determine whether to expand the materials on a national level. USAID's assistance for the remaining five years of basic education support will build on sustaining the successes of the first five-year program. The new program, which begins in early 2000, expands USAID's involvement in the improvement of instructional

systems and provides support to school management and community involvement in primary schools. Activities will be implemented at all levels under a performance-based contract that was awarded in late 1999 to the Academy for Educational Development.

During the period under review, the Angolan conflict spilled heavily into two of the four SO-supported target regions. Consequently, due to the resultant conflict and instability, USAID is presently unable to provide on-site assistance to 200 schools and two regional offices. Over the past several months, the SO#2 team and its partners have monitored the situation and are developing workable alternate plans to maintain the SO support and to reach the stated results, even if the current conflicts continue throughout the life of the SO's five-year project.

As in the past, SO#2 will continue to support MBEC Headquarters through capacity building in the Planning and Development Unit. At the Regional level, the SO supports the Regional Directors, Planners, Inspectors and Advisory Teachers responsible for all primary schools in the four northern regions. This support is rendered directly in the Ondangwa East and West Regions. For the next few months, support to Rundu and Katima Mulilo (including management training and materials) will be provided from the Education Offices in the Ondangwa regions. A reassessment will be made, to ascertain if support can be made directly (physically) to all four regional offices. If the present instability continues in Rundu and Katima Mulilo, USAID and the Ministry may choose two alternate education regions for intensive support. If and when the conflict situation improves, the activities toward school level improvement will be expanded to the schools closer to the border in all four regions. Activities designed to improve the circuit and regional level support systems can be implemented without too much regard for geographic location. Those support systems and the increased capacity building at school and circuit level can be put in place now and will be extended to the schools not presently accessible due to the border conflicts. Community involvement activities will be held in circuits away from all border areas.

Other Donors: USAID is the lead donor involved in lower primary education reform and works closely with other donor agencies serving basic education in Namibia. Several donors also support in-service teacher training. Swedish aid (SIDA) is assisting with the development of the in-service Basic Education Teacher Diploma (BETD) curriculum and a computerized personal management system. British aid (DFID) is supporting the English Language Teacher Education project and enhancement of teacher training in the colleges of education. DFID provides materials and teacher support to improve language competency in the lower primary grades. SIDA, Dannida and GTZ (Danish and German aid respectively) have assisted the Ministry with classroom construction in the Rundu and Ondangwa East and West regions. GTZ works extensively in the Rundu region, developing school clusters, in order to provide more efficient administration and teacher support. Meetings are held regularly in a Donor's Coordination Committee, which the MBEC has organized to ensure effective coordination of all donor assistance.

Principal Contractors, Grantees, or Agencies: Key implementers included the Institute for International Research, Peace Corps, University of Montana, University of Western Cape RSA, Harvard Institute for International Development, University of Namibia, and the Rossing

Foundation (a local NGO), Namibia. For 2000 to 2005, the key implementers are the Academy for Educational Development, The International Foundation for Education and Self-Help and the Rossing Foundation.

Indicator Tables for SO #2

<p>USAID/Namibia Objective: SO#2</p> <p>Result Name: SO#2</p> <p>INDICATOR: #2 (for IR.2.1)</p> <p>Unit of Measure:</p> <p>Indicator Description:</p>	<p>Improved delivery of quality primary education to Namibian learners in grades 1-4 in the most disadvantaged schools.</p> <p>IR 2.1: Improved quality of primary school teachers in the target and selected classrooms.</p> <p>Teacher training modules operationalized and implemented.</p> <p>Teacher training modules.</p> <p>Teachers Basic Competency Manual (including modules) translated into 5 local languages and distributed to regional offices, pre- and in-service teacher trainers trained in use of TBCM, and classroom teachers in targeted classrooms and selected classrooms in 7 regions trained. See COMMENTS below</p>	
YEAR	PLANNED	ACTUAL
1995	Strategic development plan for MPU; teacher's guide in continuous assessment; and review and suggest revisions to new curricula and syllabi, assist in translation of Grade 1 syllabi, and design materials for Grade 1.	MPU plan approved by NIED management; teacher's guide prepared and distributed for review; and training and monitoring activities for the new syllabi, supported the translation of materials for Grade 1, and assisted in the development of Grade 1 scope and sequence for key subjects.
1996	MPU fully operational; produce Grade 1 materials draft, which incorporate continuous assessment materials.	a) MPU created by NIED is fully operational and totally responsible for syllabus production. (b) and (c) Grades 1 and 2 instructional materials under development using SIMs and CAMs approach. CAMS are incorporated into the SIMs(1**).
1997	a) Grade 1 materials produced and distributed. b) Grade 1 continuous assessment materials developed and used in target schools. c) Grade 2 Structured Instructional Materials (SIMs) developed and used in target schools.	a) Grade 1 material produced and distributed in 120 disadvantaged schools. b) Grade 1 material produced and distributed in 120 disadvantaged schools. c) Grade 2 materials developed; classroom observations carried out; protocol developed(2**).
1998	a) Grade 2 materials produced and distributed. b) Grade 2 continuous assessment materials developed and used in target schools. c) Grade 3 Structured Instructional Materials (SIMs) developed and used in target schools.	(a), (b) and (c) materials produced and distributed .

1999	<p>a) Grade 3 materials produced and distributed.</p> <p>b) Grade 3 continuous assessment materials developed and used in target schools.</p> <p>c) Grade 4 Structured Instructional Materials (SIMs) developed</p> <p>d) Revise Grade 4 Environmental Studies Syllabi and develop Grade 4 Environmental Studies Teacher's Guide.</p> <p>e) Revise format and correct errors for Grade 1 SIMs and CAMs</p>	<p>(a) Translation and production of Grade 3 materials completed in five Namibian languages.</p> <p>(b) Grade 2&3 CAMs have been produced and distributed to target schools. Trained over 700 teachers in the use of CAMs</p> <p>(c) Production and distribution of 700 sets of Grade 4 materials to approximately 500 schools.</p> <p>(d) In Grade 4, Environmental Studies has been replaced by natural Science and the development and the production of these materials have been completed.</p> <p>(e) The revision of Grade 1 materials has been completed.</p>
2000	<p>a) MPU production (or provision for the production) and distribution of instructional materials for Grades 1-4 in 5 local languages and English.</p> <p>b) Development and provision to targeted classrooms tools (eg. matrix, performance checklist) for tracking student performance.</p> <p>c) Grade 4 Structured Instructional Materials (SIMs) used in target schools.</p> <p>d) Develop Grade 1 materials, produce and distribute 700 sets to 500 schools</p>	

COMMENTS (SO LEVEL INDICATOR #1):

Improved institutional capacity of MBEC at a National level is further evident in the following achievements:

- MBEC and Higher Education Ministry undertook an extensive sector wide assessment through “The President’s Commission on Education, Training and Culture.
- MBEC has begun the development of Namibia's NDP2 Education Sector.
- MBEC is effectively managing the Education Sector Donor's Coordination Committee.
- MBEC has approved and implemented a new continuous assessment policy for all lower primary schools.
- NIED has completed a new Ten Professional Development Plan for ministry-wide professional development.
- NIED has developed greater capacity to manage and oversee materials production and distribution.

- NIED has strengthened its in-house capacity to develop and translate syllabi.
- NIED has developed the capacity to take the lead in the management of the Instructional Skills Certificate, with the Rossing Foundation providing assistance.

Table Notes:

- 1** *Institutional support:* Policy for MPU production was finalized and adopted by NIED management. Training of MPU personnel is on-going. Draft of in-house skills development program for NIED is completed. Participation in the Lower Primary Reform Task Force and materials subcommittee, NIED Continuous Assessment working group, and NIED Technology and Training Committee completed.
- 2** Continuous assessment policy (national) is under development. NIED is at the point where it has in-house capacity to develop and maintain syllabi through internal committees (Indicator 2 for IR 2.1).

<p>USAID/Namibia Objective: SO#2 Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.</p> <p>Result Name SO# 2 Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.</p> <p>Indicator 1: (So Level) Institutional capacity at the national level (MBEC) to develop and manage instructional inputs and services.</p> <p>Unit Of Measure: Progress towards institutionalization of above systems and approaches.</p> <p>Indicator Description: a) Creation and operation of Materials Production Unit (MPU). b) Development of Continuous Assessment System. c) Development and use of systematically designed, Structured Instructional Materials (SIMs). See Comments Below</p>		
YEAR	PLANNED	ACTUAL
1995	TBCM developed.	TBCM designed and developed.
1996	TBCM translated, produced and distributed.	Second edition of English-version of TBCM was produced and distributed. TBCM accepted for the ISC(1**).
1997	ISC Guidelines developed and adopted. TBCM used as part of the ISC program. 540 Teachers trained.	ISC developed and launched. Peace Corps focus in target schools reinforced through training by a local NGO Rossing Foundation (2**). 223 teachers enrolled in first phase of the national ISC program.
1998	a) 540 Teachers trained; b) ISC program maintained at national level.	a) 504 teachers trained; b) ISC program maintained at national level.
2000	750 trained teachers from the new pool of trainers. ISC program maintained at national level.	270 teachers completed the ISC program.

COMMENTS (IR 2.1 Indicator #2):

- The TBCMs were initially developed through USAID technical assistance for Peace Corps volunteers to use in remote rural schools. The modules explain complicated concepts and actions in simple terms and have been translated into local languages for use in target schools. The effectiveness in early trails has led to their adoption as the core for the National Instructional Skills Certificate (ISC). The ISC is a linking certificate to the existing BETD, which is the qualifying academic requirement for teaching in Namibia. This program and the TBCMs enable teachers with limited educational qualifications to build on their skills and eventually become fully qualified teachers.

- The challenge for 1999 was to shift management of the program from the Rossing Foundatoin to NIED. Successful conclusion of the pilot phase of the ISC management has resulted in Rossing Foundation taking the lead in the implementation of the ISC under the guidance/supervision of NIED.
- While PCVs still play the key role in actual face-to-face teacher contact, the management of the program has successfully shifted to the Ministry through NIED.
- PCVs supported more than 250 teachers to improve their qualifications and skills using the ISC and other teacher training modules (UNAM, NAMCOL, BETD In-Service, and other South African Courses).
- An MBEC survey conducted in 1998 of teachers using various in-service and distance learning teacher training modules found that under- and unqualified teachers rate the ISC modules as the best. Based on this result the MBEC is looking at ways of incorporating the ISC precepts into the MBEC's BETD program for qualification of all primary school teachers..

Table Notes

- 1** Translations in three languages begun (10 modules x 100 teachers in tryout): draft translations in Rugciriku and Rukwangali available; draft versions in Oshikwanyama and Oshindonga sent to the North for tryout by PCVs, teachers, principals.
- 2** By optimizing on synergies with S.O. #1 the Institutional strength of Rossing Foundation has been strengthened to ensure greater sustainability.

<p>USAID/Namibia Objective: SO#2 Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.</p> <p>Result Name: IR #2.2 New, improved lower primary curriculum developed.</p> <p>INDICATOR: #3 Number of trained Namibians acquiring skills to sustain and manage instructional improvement activities.</p> <p>(For IR 2.2)</p> <p>Unit of Measure: Cumulative number</p> <p>Indicator Description: Selected Namibians receive advanced training in skills and areas of expertise in MBEC's Directorates of Planning and Development, NIED, Educational Program Implementation, National Examinations and Assessment, and the regional offices. See COMMENTS below.</p>		
YEAR	PLANNED	ACTUAL
1996		Discussions underway. Training need assessment conducted.
1997	PEP Program designed	Professional Enhancement Program (PEP) designed in consultation with the MBEC by the University of Montana and the University of the Western Cape, with assistance from HIID (1**).
1998	<p>a) Establish ties among the cooperating institutions and build collegial relationships among faculty and administrators in order to provide an institutional base for PEP.</p> <p>b) Initiate foundational programs to enable MBEC participants to embark on individual research studies</p> <p>c) 4 planners in PAD and the regional offices complete the HIID Policy Analysis and Planning Workshops .</p>	<p>a) Formal ties established between MBEC, University of Namibia (UNAM), University of Montana, University of the Western Cape and HIID to implement the PEP program.</p> <p>b) Twelve participants successfully completed an upgrading course at UNAM to qualify for entrance into the program. In addition 20 participants completed their course work at UWC and 1 is initiated studies at Montana State University (2**).</p> <p>c) 4 MBEC officials have completed the HIID Policy Analysis and Planning Workshops.</p>
1999	<p>Support for individual research studies (through workshops, conferences, library use, consultations).</p> <p>4 planners in PAD and the regional offices complete the HIID Policy Analysis and Planning Workshops (Total Cum: 8). Ten MBEC officials attend curriculum and instructional materials workshops.</p>	<p>20 research proposals that support the Namibian reform has been approved as part of the group's study objective to enable this component to leverage more impact., 4 MBEC officilas complete HIID course on Policy Analyses and Planning, 6 MBEC officilas attend international coferences</p>

2000	a) MA candidates to complete coursework; 2 at U Montana for educational economics and information systems programs;. 12 planners in PAD and the regional offices will have completed the HIID Policy Analysis and Planning Workshops. 19 MBEC officials will have attended curriculum and instructional materials workshop, PAD officer completes MA at UM, another goes to UM to begin MA program ,)UM Project Field Director fielded in first quarter of 2000.	
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COMMENTS (IR 2.2 Indicator #3)

- The professional enhancement program component is an innovative in-service distant advanced degree program, supported by targeted professional training and focused program research on the Namibian
- PEP sustains essential research inputs into the MBEC’s reform agenda.
- The strength of the PEP program is the linkage of the University of Namibia with South African and US universities to ensure the long-term sustainability of advanced degree education training in Namibia.
- A major challenge to PEP, and the MBEC in particular, is to manage the workload of the participant to accommodate he required study times, while at the same time trying to sustain the reform agenda.

Table Notes:

1** The program provides for Masters-level training as well as enhancement experiences for key personnel in the reform. (n=34).
Two key Namibian officials (the Permanent Secretary and Director of Planning and Development) sent for the HIID Budget and Policy Analysis and Planning Workshops respectively.

2** 34 candidates were selected by MBEC; their training objective were established to match MBEC needs. Training plans have been developed which will result in the ultimate achievement of 29 MA degrees and 5 PhD's

<p>USAID/Namibia Objective: SO#2: Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.</p> <p>Result Name IR #2.3: New M&E system in place and operational.</p> <p>Indicator: #1 (For Ir 2.3) An effective M&E system to monitor the lower primary reform, established and operational.</p> <p>Unit Of Measure: Developed M&E system</p> <p>Indicator Description: IA M&E system--comprising an authorized unit with budget, personnel and mandate--collects data, regularly produces and disseminates descriptive statistical and analytic reports on status of system, school, teacher and student performance to monitor the lower primary reform.</p>		
YEAR	PLANNED	ACTUAL
1995		M&E plan presented and accepted by NIED and Planning.
1996	Recruit M&E RTA. Unit established and staffed.	Corporate Planning was staffed in January, 1996; Director of the Directorate of Planning and Development was appointed in August, 1996; RTA was recruited from HID and assigned to Directorate of Planning and Development; Testing and Assessment RTA recruited.
1997	Personnel trained in strategic planning, research, measurement, and statistics; data analysis of SACMEQ data and presentations developed for international conferences and national distribution.	Training course completed for 25 personnel in statistics and research from NIED, PAD, DNEA, and other agencies in MBEC. Data analysis of SACMEQ completed by EMIS; to be published by IIEP. BES M&E reports completed and assembled into PAD monograph (8 reports*1). Initial evaluation of Grade 1 materials included.
1998	Descriptive and analytic report produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	Baseline assessments for Grade 1&2 completed. MBEC 1998. <i>Education Statistics</i> . Compiled and distributed. Snyder, CW & Voigts, FGG(2**). 1998. <i>Inside Reform, Policy and Programming considerations in Namibia's Basic Education Reform</i> Kloppers, Joan & Nias, Christine. 1998. <i>Instructional Skills Certificate Programme. An evaluation of the Pilot Phase September 1997 to August 1998</i> (4**).

1999	Descriptive and analytic reports produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	<i>President's Commission on Education Training and Culture</i> <i>Feasibility Study: Costs and Financing of Hostels and Boarding of Learners</i> <i>Financing Higher Education in Namibia</i> <i>Financing Vocational Training in Namibia</i> Education Statistics 1999 <i>Exploring the Complexities of Education</i>
2000	Descriptive and analytic reports produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	

COMMENTS (IR 2.3 INDICATOR #1):

The importance of effective Monitoring and Evaluation to support the implementation of the reform is increasingly recognized by the MBEC. In response, the SO Team has revised IR 2a (a result outside the Missions manageable interest) to IR 2.3 (inside the Mission's manageable interest) as described more fully in Annex C. A baseline assessment of the MBEC's capacity was conducted this year and will form the basis for reformulating the target for this indicator during the course of 1999.

- The M&E Grant through the Rossing Foundation produced the second in a series of monographs; "Exploring the Complexities of Education"
- The MBEC and Planning Unit have increased capacity to collect data and manage the analysis of the data for policy dialogue and better MBEC planning.

Table Notes:

1* Training and Certifying "Unqualified" Teachers in Namibia: The Instructional Skills Certificate Program by John Meyer (Stanford University and Harvard Institute for International Development).

SIMs, CAMs, and Gender Equity: Constructing the Progressive Learner in the North by Francisco O. Ramirez (Stanford University and The Mitchell Group).

Systematically-Designed, Structured Instructional Materials: Initial Perceptions of SIMs during the implementation Phase by Joclynn W. Snyder (Ohio University) and Demus K. Makuwa (Education Officer for M&E, EMIS/PAD in MBEC).

Cost Review and Analysis of the Structured Instructional Materials: First Year Implementation by David S. McCurry (IIR).

Glimpse Inside Structured Classrooms by Wes Snyder (HIID).

Economist's View of NDPI by Don Snodgrass (HIID).

Other evaluation work included analyses of the SACMEQ data reported earlier; UNICEF and SIDA

- 2** Friedhelm G.G. Voigts is a Namibian in the Education Management Information Systems Division of the Directorate of Planning and Development within the MBEC.
- 3** Of the authors of the seven chapters, three are Namibian and five are outsiders with varying prior experience of the Namibian situation who have applied their experience of education systems in other developing countries to the Namibian context.
- 4** This study was entirely planned and executed by Namibians employed by the Namibian NGO.

NEW IRs for SO#2 2000-2005

Two new IRs were been approved in RP (August 1998) for BES Phase II and will be implemented in 2000. The Targets are currently being established with the MBEC and the new contractor AED. These IRs and subIRs will appear in next year's R4.

IR2.4: Improved Instructional Support Systems

- *2.4.1 Effective Teaching practices*
- *2.4.2 Learner-centered relevant curriculum utilized*
- *2.4..3 Pupil learning assessed*

IR2.5: Improved School Support and Management Systems

- *2.5.1 School, circuit,regional management improved*
- *2.5.2 Increased community support for school improvement*

RESULTS REVIEW FOR STRATEGIC OBJECTIVE #3:

Increased Benefits Received by Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources, 673-003

Overall Performance Assessment:

Exceeding Expectations

Summary: USAID Namibia aims through SO#3 to increase benefits to historically disadvantaged Namibians who live in communal areas, by ensuring their rights to manage natural resources and receive benefits derived from those resources. To accomplish SO#3, USAID has, since 1992, supported the development of a national community-based natural resources management (CBNRM) program through the Living in a Finite Environment (LIFE) project. LIFE is a joint effort between USAID and the Ministry of Environment and Tourism (MET), with implementation being carried out by the MET, World Wildlife Fund (WWF), and Namibian conservation and rural development non-governmental organizations (NGOs).

The essence of the LIFE program is the establishment of legal entities called "conservancies" in targeted communal areas, which provide for sustainable use and management of wildlife and other natural resources. The ultimate beneficiaries are the historically disadvantaged Namibians located in these communal areas. The intermediate beneficiaries are NGOs and the MET that work together to carry out conservancy development in targeted areas. USAID is strengthening the MET and NGOs in an effort to establish a National CBNRM Program, which will continue to support conservancies after closure of USAID activities.

Progress and key results: Results under SO#3 have exceeded expectations. At the community level, ten conservancies in total (six in the past year) have been legally registered and formally gazetted by the GRN, and 16 other conservancies are at various levels of development. Establishment of the ten conservancies has put over 2,5million hectares of communal land under the direct management of conservancy management committees. Once their management plans are fully implemented, over 26,800 individuals living in these areas will receive benefits. Income-generating activities in the conservancy areas have already produced positive outcomes; over US\$400,000 was generated in 1999 from conservancy-managed enterprises such as campsites, craft sales, thatching grass and employment at lodges. This income is expected to increase substantially as conservancies enter into contracts with private sector tourism concession holders over the next 2-3 years.

Continued progress is being made at the policy level. Building on the 1996 legislation that formed the basis for Conservancy development in communal areas, current activities are being focused on other natural resources, such as grazing rights, fresh-water fisheries and forestry. The MET has taken the lead in coordinating an Inter-Ministerial Committee (IMC) which is chaired by the Ministry of Lands, Rehabilitation and Resettlement and has participation from Ministry of Regional and Local Government and Housing and the National Planning Commission. The goal of the IMC is to agree on an Integrated Land Use Planning process that conservancies will be able to manage all their natural resources. Various policies are expected to flow from the IMC's work that will be compatible with Namibia's Conservancy legislation.

Excellent progress has also been made for a sustainable national program and Namibian ownership of CBNRM. at the institutional level. The first meeting of the CBNRM Association of Namibia (CAN) was held in February 2000; CAN is composed of nine Namibian founding members, plus one new member. The members approved the constitution, held elections for officers, and endorsed the terms of reference for a CAN Coordinator. Once a coordinator is selected the CAN will begin taking on some of the tasks currently being carried out by LIFE. The formation of the CAN puts CBNRM squarely in the hands of the host country. Apart from this, LIFE is working closely with the Namibian Nature Foundation (NNF), with the goal of that organization being able to manage direct grants to registered conservancies.

The Directorate of Resource Management of the Ministry of Environment and Tourism (MET) is in the process of strengthening their CBNRM program, in anticipation of establishing a new CBNRM Unit (which needs approval from the Office of the Prime Minister). A CBNRM Working Group meets weekly to initiate or develop issues in need of attention. In addition, a USAID-funded Technical Assistant to the MET has initiated the Inter-Ministerial Task Force for CBNRM, which will lead to improved integrated CBNRM policies.

Wildlife Increases through Game Translocations

In the past year, the Nyae Nyae and Salambala conservancies received the first game translocations ever for the communal conservancy program. Nyae Nyae received game from the MET and through private donations. Salambala received wildlife from the MET and through LIFE funding. Infrastructure has been completed in the Nyae Nyae and Salambala conservancies which includes water points, water pipelines and other structures necessary for the maintenance of wildlife populations large enough for tourism viewing purposes.
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This Strategic Objective incorporates program activities which benefit rural, poor and marginalized women in remote areas of the country through their involvement in economic activities and in the nascent conservancy management structures, intended to provide control over natural resources to rural communities. Apart from this, and strategically, the increase in self-confidence, -reliance and -esteem and social standing that devolves from the exercise of such control is an equally crucial consequence. Affected women derive concrete benefits, in the form of hard cash, training and job opportunities (through employment in lodges), as well as invisible gains, in terms of recognition and utilization of talents and abilities (including traditional craft skills). The resultant sense of empowerment and encouragement is an important component in the process of softening rigid, traditionally based, inter-gender relationships and shifting the locus of authority in rural communities.

Very specifically, the LIFE Program is concerned that women play a major role in the decisions of the conservancy. To that end, LIFE has targeted a percentage of women to serve on conservancy management committees. To date, 27 percent of conservancy management committee members are women, with an ambitious target of 40% to be reached by 2004. Where women are not elected members, mechanisms are set up to insure the voice of women in communities are heard.

Prospects and possible adjustments to plans: CBNRM performance through USAID's LIFE program has been excellent. Most result indicators have been met or exceeded. Policy development will continue to be an area of emphasis for the CBNRM program to insure that conservancies will be allowed to manage all their natural resources in an integrated and effective manner.

Gazetted conservancies are now searching for ways to become self-sustainable, both financially and institutionally. Business skills and entrepreneurial support will be made available to conservancy management committees as they move toward sustainability with assistance from a LIFE-supported business advisor.

Continued support to MET and Namibian NGOs is key to the sustainability of the national CBNRM program. Improving the capacity for these institutions to carry the CBNRM program forward as USAID support declines, is a major emphasis during LIFE, Phase II. Steady progress has been made over the past year and it appears that both the MET and NGOs will be capable of running the entire program by 2002 as anticipated. USAID support of CAN will continue until 2004.

USAID/Namibia is aware that the political conflicts in the Caprivi region area are potential threats to reaching the intended results in the projected LIFE II time frame. Security concerns in the Caprivi are slowing down program activities due to a drastic decrease in tourism. Apart from this, fears of increased poaching of wildlife escalate as the conflict persists. However, the conflicts are centered in West Caprivi, most of which is a National Park. Activities in East Caprivi are moving ahead cautiously, in anticipation of the return of tourists when the conflict is over. In response to the situation, LIFE II activities in Nyae Nyae and in the western Kunene region are being stepped up. USAID/Namibia, together with its partners, intends keeping a close and constant watch on the conditions and will re-assess the SO strategy and targets during the course of the coming year.

Other Donor Programs: 16 other international donors have provided more than US\$ 600,000 to support CBNRM activities in Namibia. This array of supportive donors has enabled communities not covered by the LIFE project to gain access to resources and benefits, while emerging conservancies have been able to broaden their programs beyond the scope of the LIFE activity.

Principal Contractors, Grantees or Agencies: LIFE activities are implemented by the World Wildlife Fund, a U.S.-based NGO, which holds subcontracts with World Learning, Inc., Management Systems International, and the Rossing Foundation, Namibia.

Following in Table XX are selected indicator tables for SO#3 along with accompanying narratives.

Indicator Tables for SO#3 RP - Phase II

<p>USAID/Namibia Objective: SO#3 Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources</p> <p>Result Name SO#3: Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources</p> <p>Indicator #2 (SO Level): Number of hectares of land managed by communal area conservancies</p>			
Unit of measure: hectares (cumulative)	Year	Target	Actual
Source: Conservancy registry documentation/LIFE	1997		0
Indicator description: The number of hectares of land of registered conservancies. Projections are based on an average conservancy size of 413,575 hectares, which was based on the average size of the first four conservancies registered.	1998		1,654,300
	1999	2,481,450	2,523,700
	2000	4,135,750	
	2001	5,790,050	
Comments: The number of hectares listed is for all 10 approved conservancies. New conservancies are smaller than the first 4 conservancies and so the targets may be adjusted downwards for next year's R4.	2002	5,790,050	
	2003	7,030,775	
	2004	8,685,075	
	2005	9,925,800	

USAID/Namibia Objective: SO#3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name SO#3:	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Indicator #3 (SO Level):	Total community income from natural resource-based activities		
Unit of measure: U.S. Dollars (annual)	Year	Target¹	Actual
Source: Conservancy accounts/LIFE	1995		40,000
Indicator description: Gross income earned by registered conservancies, in Namibian dollars, between Oct 1 and September 30. This amount is calculated by conservancy, and equals the sum of: gross conservancy income earned from private sector partnerships/contracts, for example from lodges & trophy hunting; net income from conservancy-managed enterprises, such as campsites; non-conservancy employment income, such as employment at lodges; & income earned from household-level natural resource-based activity, e.g., craft sales and thatching grass.	1996		142,230
	1997		148,522
	1998		210,505
	1999	242,900	406,637
	2000	350,137	
	2001	443,733	
	2002	547,167	
Comments: Regional friction during the past six months, resulting in a lack of tourists in the region, will most probably cause a decline in planned targets during 2000. New targets will be set after careful consideration (over the next year) of the long-term effects on tourism in Caprivi and in the rest of the country. Private sector agreements in areas outside of Caprivi appear to be holding constant even in light of the conflicts. If this trend continues, conservancy tourism in the rest of the country will off-set the consequences of conflicts in the northeastern regions.	2003	700,000	
	2004	800,534	
	2005	870,000	

¹**Assumptions:** Lodges: A lease agreement between a conservancy and an up-market lodge - to share 5% of revenue, (U.S. \$92/night -16 bed lodge-50% occupancy rate) will yield conservancy income of U.S. \$13,200 per annum; plus a workforce of 20 persons earning U.S. \$68/month (LIFE survey data) = conservancy income of U.S. \$29,200/yr. **New Lodges** = lodges that will be constructed within conservancies & will have revenue sharing agreements. Existing Lodges = existing lodges within conservancy areas that will sign formal revenue sharing agreements with conservancies – a PTO requirement to be endorsed by the LIFE Programme. **Campsites:** will generate U.S. \$2,700 in conservancy net income and U.S. \$1,500 in wage income. **Hunting:** sustainable trophy hunting contracts that will generate, per annum, U.S. \$13,500 in conservancy revenue, & U.S. \$2,000 in wage revenue (2 months of labor, U.S. \$68/day, 10 persons).

USAID/Namibia Objective: SO#3 Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources

Result Name IR#3.3: Namibian capacity built to support an integrated national CBNRM program

Indicator #1 (for IR 3.3): Key Namibian organizations are strengthened to develop and implement the Namibian National CBNRM program

Source: LIFE M&E system/Institutional Development Profile; information on the effectiveness of the Rossing Foundation's CBNRM Unit will come from training reporting to the national program, as well as from assessments conducted by WWF/UK.

Indicator description: CBNRM specific capabilities will be assessed for the following institutions: NACOBTA, IRDNC, Rossing Foundation, RISE, NANGOF, NNF, & MET. Each organization will be assessed according to the following capabilities: Governance & Oversight, the quality and effectiveness of an organization's oversight committee/board; *Management Resources* - refers to leadership, planning and overall management; *Human Resources* - rates staff development, skills and diversity; Financial Resources - financial management, vulnerability and solvency; *External Resources* - ability to effectively interact with government, communities, private sector & other NGOs. Composite scores will be presented along a low, medium or high capability. By the end of the project, in 2002, all organizations listed below should achieve a high score, indicating they are capable of managing CBNRM activities, and securing funding to do so, independent from WW/LIFE technical and financial assistance.

Organization	Baseline		Actual			Target
	Year	Score	2000	2001	2002	2002
IRDNC	1999	-				high
CBNRM Secretariat	1999	-				high
NACOBTA	1999	High				high
Namibian Nature Foundation	1999	-				high
RISE	1999	High				high
Rossing Foundation	1999	N/A				high
MET/CBNRM Unit	1999	-				high
NANGOF	1999	Low	N/A			N/A

N/A equals not applicable; - indicates baseline data is not yet available.

Comments: NANGOF was assessed in Nov. 1999 and found not to have the capacity to effectively handle grant funds and carry out grant activities. Since a decision was made not to fund NANGOF, no further institutional development activities are currently planned. Should NANGOF improve its capacity, they could then re-apply for a grant.

The MET CBNRM Unit has not yet been established, but progress has been made on the MET's CBNRM program, which is expected to be "launched" in May. Initial training of DRM staff will begin in June. LIFE-funded technical assistance will assist the MET with Human Resource Development beginning with the CBNRM program staff.

The Rossing Foundation receives grant assistance from WWF/UK, and therefore WWF/UK will take the lead on assessing the effectiveness of the unit's management and outputs. WWF/LIFE will cooperate in this process and provide assistance as is necessary.

USAID/Namibia Objective: SO#3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources				
Result Name IR#3.3:	Namibian capacity built to support an integrated national CBNRM program				
Indicator #3 (for IR #3.3):	National CBNRM Association of Namibia becomes operational				
Source: LIFE M&E system/Institutional Development Profile					
Indicator description: The steps taken to establish and operate a National CBNRM Association of Namibia (CAN) are successfully undertaken. "Yes" indicates a step has been completed.					
Comments:					
Activity	Target Year	Actual			
		1999	2000	2001	2002
The Association completes the development of a constitution.	1999	Yes	N/A	N/A	N/A
Registration of members is completed, and rules of membership are clarified.	1999	Yes	N/A	N/A	N/A
At least one full-time staff person is hired to manage the Secretariat.	1999	No			
The Association has received a grant from the LIFE project.	1999	No			

An organizational meeting of the CAN was held in February, 2000. The constitution was adopted and membership established. MET lobbied and was allocated two voting members - one for the Directorate of Resource Management and one for the Directorate of Tourism. This is a step in the right direction for a sustainable national CBNRM program. These two directorates need to take over the leadership of the program from now on. The Directorate of Environmental Affairs (DEA), which initiated the CBNRM program in the early 90's, is now taking a back seat and supporting the leadership in the DRM.

RESULTS REVIEW FOR STRATEGIC OBJECTIVE #4

Increased Accountability of Parliament to All Namibian Citizens, 673-004

Results Package Assessment

On-Track

Summary: After Namibian independence in March 1990, great emphasis was placed upon creating and consolidating the power of new governing structures and addressing the legacy of inequality left by Apartheid. Primacy was given to the executive branch (the President and government agencies), which has come to dominate the legislative process and the public service. Parliament, which began as a National Assembly in 1990 and became a two-chamber body in 1992, was a new institution with limited experience, resources and capacity. Nongovernmental organizations (NGOs) established at or just after independence sought to play active roles in community development, and focused on addressing the needs of the unemployed and marginalized groups. Many of the NGOs created before independence, primarily as vehicles for anti-apartheid protest and advocates of democratic change, lost their purpose under the new political system and did not survive.

In 1995, when the USAID-funded National Democratic Institute (NDI) began to work with Parliament, there were no legislative review committees and no formal fora for public discussion on legislative issues. Budget formulation, for example, was limited to the executive branch, with Parliament approving it without debate or public input. Namibian citizens, who had had no experience with voting before 1990, had little idea how to bring their concerns to elected representatives. The purpose of USAID activity, therefore, has been to strengthen the legislative structures and institutional capacity of both houses of Parliament, and to support stronger linkages between citizens and their elected representatives. The direct beneficiaries of this activity are Parliamentarians, Namibian citizens, NGOs, civic groups and the media.

Progress and key results: Major accomplishments for the last year include: (1) a total of 10 public hearings in Parliament were held on 6 different issues; and (2) seventeen of twenty eight bills were referred to Parliamentary committees following public hearings for amendment. In 2000, Parliament will be able to directly hire its own specialist staff, rather than going through the Public Service Commission.

Now in its fifth year of implementation, this activity has met expectations overall, in an area which is traditionally slow to achieve results. However, mention must be made of IR# 4.3, where significantly higher results have been recorded (see attached tables). USAID has funded the translation of the handbook "Understanding the National Budget" into six local languages, and has provided financial assistance to a public interest law firm to produce and distribute bill summaries to enhance citizen understanding of legislative activities. Members of Parliament, members of regional councils, local authorities, and NGO representatives have increased popular understanding of national budget formulation through budget workshops conducted throughout the country.

The elevation of the Department of Women's Affairs to a full Ministry, and the reconstitution of the Parliamentary Women's Caucus into a standing committee on Gender, Equity and Human rights, creates opportunities to strengthen linkages inside and outside Parliament and is also evidence of government's commitment to increased participation of women in decision and policy making. The Women's Caucus initiative to spearhead the contribution of parliament in the development of the HIV/AIDS policy has elevated the role women have to play in the public policy development arena and was a direct follow up to the Opuwo Workshop on gender and HIV/AIDS.

NDI provided technical assistance to the pre-election efforts by the Women's Manifesto Network to lobby for increased representation of women in government and decision making positions. The Network continues to raise gender issues through regional workshops and media activities that include advocating for passage of legislation and policies on issues of importance to women and children.

The installation of computer communications technology at the Namibia Non-Governmental Organization Forum (NANGOF) has strengthened its networking capacity. Advocacy desks at NANGOF and the Urban Trust of Namibia have been created to provide technical assistance and training to member organizations that want to enhance their lobbying capabilities with Parliament and government agencies. NGOs and interest groups have initiated over a dozen long-term, comprehensive advocacy campaigns on development and social reforms. There has been more frequent and improved media coverage of the proceedings of both houses of Parliament, partly as a consequence of training courses organized with the BRICKS Community Project for journalists.

Public concerns continue to be raised regarding the government's policy, which has allowed Angolan troops to combat UNITA rebels on Namibian soil, and the timeline for Government's withdrawal of troops from the DRC. A motion introduced by a member of the opposition, requiring the government to consult Parliament on its decision to allow soldiers of a foreign nation to operate on Namibian soil and the process of declaring war zones, was defeated. There was vigorous debate in Parliament over a three-week period, on the role of Parliament in important policy decisions that violate constitutional provisions, as freedom of movement and other rights have been restricted in the Kavango region.

As regards USAID-funded advocacy activities (IR#4.3), mention must be made of the highly successful and ongoing Women's Manifesto movement, a process involving numerous steps and stages, including wide-spread consultation (cross-party, cross-class, cross-sexual orientation, cross-ethnicity, cross-language), participation, production of a document, mobilization (in all parts of the country, including women in communities, deep in the rural areas), lobbying and organization around issues and themes (International Women's Day being the latest). Another highly visible, ongoing, campaign, financed by the US Mission Democracy and Human Rights Fund, is the Multi media Campaign Against Violence Against Women, a coordinated effort that brings together a multitude of actors in this field. This initiative has facilitated collaboration among partners on numerous activities, the latest being participation in the organization (under the leadership of the Legal Assistance center, a prominent local rights NGO) of a National

Conference for men against violence against women. This gathering was held over a period of three days and involved more than 250 men from all parts of the country (many mandated by their communities in outlying areas), speakers from the region (Zimbabwe, South Africa) and the presence of the initiator of the renowned White Ribbon Campaign, Dr Michael Kaufmann.

Capacity Building at Parliament: The National Assembly determined that lessons learned must be shared within all divisions and implemented with cooperation of junior staff. Managers have become more communicative with staff, a process of clarifying roles and functions is continuing, as well as a growing culture of consultation and conflict resolution. The National Assembly has assumed the costs of the follow-on implementation program with NDI only paying for half of the costs.

The Table Office (Secretariat) of the National Council is now fully functional without NDI's assistance. NDI's year long training on the system has resulted in all chamber documents being produced in-house without NDI assistance.

Prospects and possible adjustments to plans:

In order to solidify the strong results from the first phase of USAID's democracy assistance and to ensure sustainability by 2002, the second phase of support is focussed on working with the new members of the National Assembly, increasing the effectiveness and efficiency of the National Council and supporting the formation of Namibian NGO advocacy campaigns on several issues of key public interest.

Other Donor Programs: USAID is the only donor agency with a substantial democracy and governance program, and coordinates information exchanges and discussions among other donors involved in the area. Germany and the United Kingdom have provided equipment, staff training and technical assistance to Parliament. The United Nations Development Program is leading an initiative to build the capacity of regional councils for effective governance and decentralization. The European Union supports civic and voter education. The Netherlands and Sweden support research, training and capacity-building to enhance gender sensitivity in policy formulation and to strengthen the political participation of women in the electoral process. Sweden, the Friedrich Ebert Foundation, the United Kingdom, the United Nations Children's Fund and the Ford Foundation support NGOs, the media, and other civil society organizations in strengthening popular participation on governance issues.

Principal Contractors, Grantees or Agencies: The National Democratic Institute for International Affairs (NDI) is the principal implementer of this activity. NDI, a U.S.-based NGO, has been working with Namibian NGOs and in the country's democracy/governance sector since before Namibia's independence. USAID also works closely with several key Namibian organizations, such as the Legal Assistance Centre (LAC), the Namibian Institute of Democracy (NID), the Namibia Nongovernmental Organizations Forum (NANGOF), and the University of Namibia (UNAM).

Indicator Tables for SO#4

OBJECTIVE: S.O. #4:	Increased Accountability of Parliament to All Namibian citizens			
APPROVED: 06/05/96	COUNTRY/ORGANIZATION: USAID Namibia			
RESULT NAME:	Increased Accountability of Parliament to All Namibian citizens.			
INDICATOR: #1 (SO level).	The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups.			
<p>UNIT OF MEASURE: Index indicator (See PMP).</p> <p>SOURCE: Bill analysis, Review of Parliament official documents. Key informant interviews.</p> <p>INDICATOR DESCRIPTION: Established criteria -</p> <p>The indicator has been revised to more accurately capture progress in incorporating citizen input into all facets of the legislative process. Ratings are based on the level of citizen input as follows: 1 = no representativeness 2 = limited representativeness 3 = some representativeness, not institutionalized 4 = full representativeness</p> <p>The benchmark for each component is more fully described on the following page.</p> <p>COMMENTS:</p>	YEAR		PLANNED	ACTUAL
	1996	Citizen input into review of legislation		1
		Citizen input into formulation of legislation		1
		Responsive and deliberative budget process		1
		Responsive and deliberative committee review		1
		Influence of backbenchers		1
		TOTAL INDEX VALUE*		5
	1997	Citizen input into review of legislation		1
		Citizen input into formulation of legislation		1
		Responsive and deliberative budget process		2
		Responsive and deliberative committee review		2
		Influence of backbenchers		2
		TOTAL INDEX VALUE*		8
	1998	Citizen input into review of legislation	2	2
		Citizen input into formulation of legislation	2	2
		Responsive and deliberative budget process	2	2
		Responsive and deliberative committee review	3	3
		Influence of backbenchers	3	3
		TOTAL INDEX VALUE*	12	12
	1999	Citizen input into review of legislation	3	3
		Citizen input into formulation of legislation	2	2
		Responsive and deliberative budget process	3	2
		Responsive and deliberative committee review	3	3
		Influence of backbenchers	3	3
		TOTAL INDEX VALUE*	14	13
	2000	Citizen input into review of legislation	3	
		Citizen input into formulation of legislation	3	
		Responsive and deliberative budget process	3	
		Responsive and deliberative committee review	4	
		Influence of backbenchers	3	
		TOTAL INDEX VALUE*	16	

*The total possible value of the overall Index Value is 20

Benchmarks for SO level Indicator #1

Citizen input of citizens into review of legislation			
1. Legislation made, debated and passed with no input from the public.	2. Public input is occasionally solicited, but results in little fundamental change.	3. Public input is solicited on controversial or key public interest bills. Results in amendments/rejections to legislation.	4. Public input is regularly solicited and results in amendments/rejections to legislation.
Citizen input into formulation of legislation			
1. Legislation originates from Cabinet but no solicitation of public view on policy or draft.	2. Legislation originates from Cabinet with public input on policy or draft bill.	3. Legislation initiated by private members based on constituency input.	4. Regular constituency outreach and hearings results in private members bills and regional legislation (through 2nd house).
Responsive and deliberative budget process			
1. Budget introduced and passed with little debate and no public input.	2. Budget introduced, some debate and amendments from MPs, but no public input.	3. Committee review of budget, with public consultations, but little impact.	4. Committee review of budget and active public debate results in budget revisions and scrutiny of executive expenditure.
Responsive and deliberative committee review			
1. No committee review of legislation and government policy.	2. Committee review of key legislation, but not systematized. Little impact on final legislation. No committee review of government policy.	3. Committees review legislation and have some influence on the process. Public hearings are occasionally conducted. Limited review and oversight of government policy.	4. Committees review all legislation and propose amendments/recommendations that are actively considered by both Houses. Committees conduct regular public hearings. Committees review and debate government policy.
Influence of backbenchers			
1. No debate by backbencher MPs in the National Assembly.	2. Some debate by backbencher MPs, but not informed by research or public input. Little impact on final legislation.	3. Backbenchers regularly debate and are informed by research or public input, but does not result in amendments or changes.	4. Backbenchers regularly debate and are informed by research or public input. Give view independent of party line. Results in amendments or changes.

Benchmark Comments for Objective #1: September 1998 – September 1999

Parliament continues to mature as an institution, assuming full responsibility for critical institutional maintenance tasks and financial responsibilities as a legislature, which is beginning to exercise oversight of the Executive. Citizens also have a better understanding of the important role that Parliament plays, as indicated in the increasing number of petitions that are presented to the Speaker. In response the Parliament has created an ad hoc/select Committee on Petitions. In the last year, the ad hoc Petitions Committees tabled a report in the National Assembly on the resettlement of the Greenwill – Matengo/Orengab community in Katatura. Additionally, committees review and deliberate on relevant petitions, such as the petition from the NNFU on the Communal Lands Bill which was debated in the Natural Resources Committee.

During the reporting period, a number of committees in the National Assembly were active; respectively the Economics, Natural Resources, Human Resources and Standing rules and Orders, and two Committees of the National Council Committees: the Regional Development and Reports and a select Joint Committee. It has become routine for the committees to invite the public to participate through newspaper advertisements in the Namibian, New Era and Republikein newspapers and NBC public radio announcements. The role of the Committees continues to be recognised by the Executive, as indicated by the routine briefings by senior officials when referred, and the acceptance or negotiations of amendments, increased lobbying efforts by NGOs, private sector and citizen petitions to perfect or amend legislation. Several controversial bills were referred to committees and amended, they include the Diamond Bill, the Road Fund Administration Bill, the Rape Bill, the Immoral Practices Bill and the Communal Land Bill.

During 1999, the Chair of the Economics Committee was promoted to Deputy Minister of Trade and Industry. Of note was the fact that the committee sustained its activities, despite the fact that an opposition MP was made Acting Chair for the remainder of the session. The committee continued to function efficiently in a non-partisan manner.

Progress continues to be made through the NDI/NCCI Budget Project. In the last year, NDI expanded the partnership to include the Association of Regional Councilors (ARC), to better inform the elected leaders at the regional level about the budget process. The Regional workshops were well attended by ARC, ALAN and NGOs and came up with several recommendations to improve the process.

In the period under review, following a meeting between the Minister of Finance and a delegation from NANGOF, NCCI and NDI, the Minister issued an unprecedented public invitation to civil society to make inputs to the national budget for the year 2000/1. NANGOF, in collaboration with NDI, commissioned a consultant to develop a position paper and recommendations for consideration by the Ministry during the budget formulation process. In July, the Ministry acknowledged NANGOF's contribution and stated that the recommendations would be included in the Ministries report "Improved Budgetary Planning," with the aim of improving the process of budget formulation. During the meeting, the Minister was not positive in his response to the recommendation for the establishment of a separate Budget Committee, however, he was pleased with the increased awareness of civil society on budget issues and was open to how to include broader public participation in the formulation stage.

Of note is the increased quality of debate on fiscal matters. MPs of both Houses demonstrated a better understanding of the issues through the types of questions asked during particular votes. MPs also made use of the Budget Handbook to inform themselves on the process and fiscal terms. MPs speeches were better researched and focused.

MPs use of staff also increased in the last year, as evidenced by the requests for comparative information made to NDI and interest groups. MPs reported that staff had become more proactive in anticipating MPs research needs after tabling a motion or statements made in the Chamber. MPs were pleased with the level of efficiency and professionalism demonstrated by

the staff. The Research and Information Division organized its information booth at the Windhoek show with minimal NDI assistance. The Table Clerk of the National Assembly updated the Speaker, while the Chairman conducted outreach tours for over a month to inform the public at large about Parliament.

OBJECTIVE: Increased Accountability of Parliament to All Namibian citizens			
APPROVED: 06/05/96			
RESULT NAME: Increased Accountability of Parliament to All Namibian citizens.			
INDICATOR: #2 (SO level). Number of issues on which public hearings, including committee hearings, are held.			
UNIT OF MEASURE: # of issues. SOURCE: Committee reports and schedules. NDI Project reports, NDI media analysis. <hr/> INDICATOR DESCRIPTION: # of issues on which hearings are held. COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1994		
	1995		
	1996	5	2
	1997	7	7
	1998	10	14
	1999	25	17
	2000		

The efforts of the Parliament to represent the interest of the citizens were hampered by National Assembly and Presidential elections. Results under this indicator were lower than anticipated, due to the fact that both Houses adjourned earlier than scheduled and that no committees met during the last four months of the reporting period.

OBJECTIVE: S.O. #4: Increased Accountability of Parliament to All Namibian citizens			
APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID Namibia.			
RESULT NAME: IR 4.3: Increased public advocacy by NGOs and civic groups in national and/or media fora.			
INDICATOR: #1 (for IR 4.3) Percentage of bills of public interest that receive public comment.			
UNIT OF MEASURE: % of the total number (Annual). SOURCE: Interviews with committee staff and an analysis of newspaper accounts of parliamentary consideration of legislation. <hr/> INDICATOR DESCRIPTION: Bills of public interest (as opposed to procedural and technical bills) in which public input is made directly to parliament. COMMENTS:	YEAR	PLANNED	ACTUAL
	1994		
	1995		
	1996	10%	21%
	1997	25%	42%
	1998	35%	97%
	1999	50%	60.71%
	2000		

OBJECTIVE: S.O. #4: APPROVED: 06/05/96	Increased Accountability of Parliament to All Namibian citizens. COUNTRY/ORGANIZATION: USAID Namibia .		
RESULT NAME: IR 4.3:	Increased public advocacy by NGOs and civic groups in national and/or media fora.		
INDICATOR: # 3 (for IR 4.3)	Number of campaigns/efforts by NGOs and interest groups to influence pending policy or legislation .		
UNIT OF MEASURE: # of campaigns (annual). SOURCE: NGO and interest group surveys, bill analysis, semi annual joint SO team review.	YEAR	PLANNED	ACTUAL
INDICATOR DESCRIPTION: Campaigns by NGOs and interest groups to influence pending legislation through petitions, providing documentation to MPs, and/or providing testimony. COMMENTS: See COMMENTS below.	1993	0	0
	1994		
	1995		
	1996	5	10
	1997	10	12
	1998	15	13
	1999	15	26
	2000		

There was plenty of activity on this indicator during the course of the last year. It is important to note that as it was an election year, NGOs took the opportunity to advocate on issues that they wanted addressed in the various political parties' manifestos, and for the first time created a coalition to lobby on the draft Rape Bill.

The Communal Land Bill, the Combating of Rape Bill, the Immoral Practice Bill, involvement in the DRC, Caprivi human rights violations, the secessionist movement, the Government Resettlement Program, the Appropriation Bill, the Income Tax Amendment Bill, Sales Tax, the Diamond Bill, the MP Pension Fund Bill, the Broadcasting Act, recommendations on the Labor Act, the Old Age pension allowance, Child Maintenance legislation, Crime, Violence against Women, the merger of the Education ministries, Lomé Convention negotiations, Budget – SACU, Ethics/Corruption, the NGO Code of Ethics, NGO tax incentives and the Ministry's multisectoral approach re: HIV/AIDS were all issues on which campaigns were mounted.

RESULTS REVIEW FOR SPECIAL OBJECTIVE:

The Risk of HIV/AIDS Transmission Reduced Through a Model Prevention Program in a Key Region. 673-XXX

**Overall Performance Assessment:
2000**

New Start Anticipated for June

Summary: Namibia is one of the three countries in the world most affected by HIV/AIDS. Presently it is estimated that over 20 percent of adults are HIV positive (UNAIDS/WHO). The Ministry of Health and Social Services (MOHSS) and UNAIDS/WHO estimate that the actual number of Namibians living with HIV/AIDS exceeds 150,000 and may be as high as 180,000. AIDS continues to be the number one killer in 1998 causing more deaths than Tuberculosis and Malaria combined. The rate of hospitalization due to AIDS-related conditions has also increased dramatically in recent years, with over 5,100 reported in 1998, an increase of more than 30%. AIDS has caused life expectancy at birth to fall from 52.4 years in 1994 to 40.6 years in 2000. Infant mortality is estimated at 66.8 deaths per 1000 live births; without AIDS, Namibia's projected rate would have been 45 per 1,000 (UNAIDS/WHO).

According to Namibia's Human Development Report for 1997, direct costs to the Namibian health system could increase from the current 2.9 % to 17.2 % by 2001, if HIV/AIDS continues to spread at its current rate. A calculation of expected direct and indirect costs reveals that Namibia can expect to lose as much as \$1.3 billion to the epidemic by 2003, a real challenge to a newly independent country with a fragile economy and scarce human resources.

The program seeks to develop a model prevention program in the Walvis Bay/Swakopmund towns of the Erongo Region. This region was chosen because Walvis Bay is a vital economic center for Namibia and is experiencing one of the highest levels of HIV among antenatal clients of any site in the country (nearly 30% in 1998). Swakopmund is not far behind; HIV among antenatal clients has risen more rapidly there than nearly any other part of the country (from 3% to 17% in just the 3 years between 1994-97). The epidemic is approaching plague-like conditions in the coastal area. While Walvis Bay is the major industrial center, blue-collar workers who live in shacks in Swakopmund make the 20-minute commute daily between the two towns, thus establishing a direct transmission bridge for HIV. The combined population size is modest (62,435) and the populations of reproductive age can be easily reached at either the workplace, in compact communities, or at schools. Thus a proposed Coastal Area Prevention Program (CAPP) will be the focal geographic area for USAID/Namibia's HIV/AIDS program.

The program will be accomplished through a package of interventions that aim to improve the will and commitment of the public, private and NGO sectors to provide effective, quality services, encourage targeted clients to use Sexual Transmitted Diseases (STD) and Voluntary Counseling and Testing (VCT) services, and to build capacity of local institutions to deliver effective HIV/AIDS intervention. Research, analysis, monitoring and evaluation efforts will guide and modify activities during the development of this exhaustive model for prevention of the spread of HIV/AIDS.

The envisioned model will: 1) contain state-of-the-art HIV/AIDS prevention components that can be observed in isolation or as part of an integrated whole; 2) be replicable to other sites in Namibia and Southern Africa with comparable conditions; 3) show progress in reducing risk and STDs, building confidence that the HIV epidemic can be effectively

confronted; and 4) be sustainable through capacity building and a partnership with the private/commercial sectors.

Progress and key results: By the end of FY 2005, there will be a 50% increase (over base-line data) of people seeking STD treatment. Increased knowledge of STDs and their relationship to HIV infections, as well as information on sites where clients can obtain treatment, will be an important component in reaching this result. High-risk clients in the targeted geographical areas will decrease the number of sex partners by 50% and will increase the use of condoms with non-regular partners by 25%.

Within the five years of project implementation, a comprehensive prevention model will be developed with all successful and necessary components identified and documented. This model should be replicable (in part and in total) in other regions. Due to the emergency nature of the HIV/AIDS epidemic in Namibia, information on successful components will be released nationally, as soon as research data and analysis proves its effectiveness. Other donors will be encouraged to replicate part or all of the components in other areas of Namibia and throughout Southern Africa.

It is common knowledge that in Namibia, women constitute the greater part of the HIV/AIDS infected and affected part of the population. Any intervention program, of necessity, has to focus attention on the specific needs of women in this regard. The proposed USAID program takes cognizance of the specific situation (highly vulnerable, spelt out in the RP) of women within the socio-economic, social, economic, cultural and peculiar demographic context of Walvis Bay as a harbor town. The planned forms of interventions are geared to address the particular needs of women living in the target population groups, viz. pregnant women, women living close to uni-sex hostel compounds, sex workers. The Behavior Change Communication component of the program speaks directly to the cultural roots of the dynamics of inter-gender sexual relationships and addresses the unequal power relationships that exist traditionally in all forms of Namibian male-female interaction. Thus, in addition to addressing a health problem, this program is of strategic importance to women, in terms of its impact on gender patterns. Apart from this, by involving women as counselors in the envisaged education campaigns, they stand to be empowered by acting as agents of change and focal persons in their communities. The strategies planned for the youth aim specifically at young girls, in order to strengthen their capacity to negotiate sexual relationships and assert their wishes to their partners in a more effective manner. The STD treatment component aims to improve the quality of life of especially women, who are widely affected by sexual diseases and who stand to benefit significantly from the proposed program.

Prospects and possible adjustment to plans: USAID/Namibia received approval of the HIV/AIDS SpO on March 14, as part of its overall Country Strategic Plan (CSP) review. Start-up is anticipated by June 2000, or as soon afterwards as FY2000 funds are available to the Mission.

Other Donor Programs: Despite the large number of international donors who provide some assistance to Namibia for HIV/AIDS, little of this aid goes to the coastal areas of Walvis Bay and Swakopmund. The Spanish government through UNDP/UNAIDS to build capacity of counselors provides the most visible assistance in the coastal area. To date, a total of approximately 40 nurses, social workers and community leaders in the coastal area have been trained as counselors through this program. A resident facilitator is employed full-time in Walvis Bay to oversee the training and follow-up. The facilitator may soon be assigned to the Erongo Regional Health Office to manage a Regional AIDS Coordination Office in Swakopmund, funded by the Spanish as a follow-up to the Counseling Support Project.

The Swedish government (SIDA), through UNICEF/UNAIDS, is supporting a program for high school-based youth, called “My Future is My Choice.” The 10-session curriculum is based on the life skills approach to behavioral development for youth between the ages of 15 and 18 and includes topics such as safe sex, condom use skills, and confidence building. This program is national, but coverage in the Coastal area is patchy since schools have to request the program, and not all do so.

USAID/Namibia has received pledges of future cooperation from two important internationally funded programs: the condom social marketing project, managed by Marie Stopes International and the German-funded ((KFW) Kreditanstalt für Wiederaufbau) reproductive health initiative. The launch of the new national condom social marketing program is scheduled for April 2000 and, if requested by the MOHSS, the program will give priority to the Erongo Region, which includes Walvis Bay and Swakopmund. The program would provide quality condoms at an affordable price (approximately US\$0.04/piece), in addition to targeting the media and organizing special events and other promotional campaigns. The female condom will also be socially marketed by MSI.

On the horizon, the British Department for International Development (DFID), is planning to fund a cross-border prevention program which would include condom social marketing and community-based interventions in Swaziland, Lesotho, Botswana and Namibia. It is not yet known when this program will begin or whether it will penetrate as far as the western Namibian coast. Similarly, USAID, through its regional mechanisms, is planning to expand the intervention program for truckers, which is currently focused on the Durban-Lusaka transport corridor, to include the western coastal highways and possibly the East-West linkages between Namibia, Botswana and Zimbabwe.

The USAID Special Objective will constitute the largest externally funded program in the coastal area of Namibia. Once it is fully staffed and operational, this program will clearly be the dominant force for HIV prevention, will greatly strengthen donor coordination and shape the regional response to HIV/AIDS for the coming decade.

Principal Contractors, Grantees or Agencies: Implementation mechanisms will include an add-on to the USAID Global Bureau’s worldwide cooperative agreement with

Family Health International (IMPACT) for general implementation, and a buy-in with USAID's program with CEDPA to recruit and fund a TAACS responsible for mission management of the SpO.

Results table follow: Specific targets will be established for the R4 2003 after baseline data is collected. All data will be disaggregated by sex and age.

SpO #1, IRs and Indicators	Targets by end of FY 2005
SpO #1: To Reduce the Risk of HIV/AIDS Transmission through a Comprehensive Prevention Model in a Key Region.	
1. Increased STD treatment seeking behavior among those who think they have an STD	+ 50% over baseline
2. Decreased number of sex partners	- 50% of baseline
3. Increased use of condoms with non-regular partners (Last sex with last partner)	+ 25% over baseline
4. Best practices documented and disseminated (3 lessons learned workshops with 20 different stakeholder groups)	5 practices in the model adopted by public/private organizations
IR 1: Increased use of improved services	
1.1 Increased correct diagnosis and treatment of STDs (according to STD guidelines)	+ 100% over baseline
1.2 Increased distribution of condoms	+ 25% over baseline
1.3 Increased use of VCT services, disaggregated by gender and age	2400 M + 1600 F = 4,000
IR 2: Improved environment to enable HIV/AIDS prevention	
2.1 Improved knowledge about and capacity to address the key policy constraints to preventing the impact of HIV/AIDS, e.g. <ul style="list-style-type: none"> - Opinion leaders making statements - Press stories - Workplace policies 	1/month 1/week 10
IR 3: Improved capacity of institutions to deliver effective HIV/AIDS interventions	
3.1 Improved quality of services delivered by HIV C&T counselors trained by the project (annual supervision)	80% of check list
3.2 Improved monitoring and feedback to program implementers provided by public, private, donor and NGO partners	80% of check list
3.4 Increased number of workplaces participating in project outreach efforts	30 workplaces, 10 of which have over 150 employees
3.5 Increased contributions (in cash or in-kind) by private sector businesses to HIV/AIDS activities within programs and to community efforts	\$50,000

R4 PART III:

RESOURCE REQUEST

A. PROGRAM FUNDING REQUIREMENTS:

USAID Namibia requests \$10.2 million in OYB and \$1.23 million in OE inclusive of ICASS funding for FY 2002. This request is in line with funding levels set in the recently approved USAID/Namibia Country Strategic Plan for the period 2000-2005. These funding levels are required for the Mission to meet its program needs and objectives, which includes the addition of a new Special Objective to address the problem of HIV/AIDS.

This request follows USAID/Washington guidance and takes into account Africa Bureau funding constraints in key accounts, such as economic growth and democracy and governance. The increased Agency funding for the Child Survival and Disease account, specifically for HIV/AIDS activities, is particularly important for Namibia and our budget request.

To continue momentum, build on results, and to ensure the achievement of USAID's development objectives in Namibia, the Mission projects that \$10.2 million will be required in new funding for FY 2002. A brief summary of SO/SpO funding needs is provided below which details the requested funding by fiscal year.

Program Budget and OE Summary

In (U.S. \$000)

STRATEGIC/ SPECIAL OBJECTIVE	FY 2000	FY 2001	FY 2002
S.O. #1	2,760	2,000	2,500
S.O. #2	2,002	2,002	3,000
S.O. #3	2,619	2,800	3,400
S.O. #4	858	998	-
SpO. #1	1,000	2,500	1,300
OYB TOTALS	9,239	10,300	10,200
OE Request Level	1,100	1,041	1,230
TOTAL OYB & OE	10,339	11,341	11,430

Strategic Objective 1: A revision to SO #1 was formally approved by USAID Washington in August 1999. SO 1 has transitioned from a human resources development program broadly targeted at training in the public sector, private sector, and NGO community, to a private sector program that will directly support small business development. A detailed Results Package was recently authorized by the Mission Director, revising assumptions and decreasing funding levels for the SO projected in the previous CSP. The decrease is proposed, taking into account the more focused SO's LOP funding needs as well as use of pipeline obligated for past SO 1 activities. The SO will require \$8.5 million in new funding to be obligated during the FY 2000-2005 period. The bulk of the funding will support the strengthening of Namibian business support organizations that provide services to small and medium firms, provide for firm-level consulting expertise and access to new business and markets for Namibian entrepreneurs. A competitive solicitation (Request for Proposals/RFP) will be issued in 2000 to select a contractor as the primary U.S. implementing organization.

Strategic Objective 2: Past Mission funding projections remain essentially unchanged for SO 2, with projected funding needs for FY 2000-2005 to be \$10.22 million. The bulk of the new funding will finance the work of the BES II prime contractor, the Academy of Education in Development (AED).

Strategic Objective 3: As notified to Washington in our R4 2001, USAID Namibia has authorized a second phase of the Mission's highly successful SO #3 Community Based Natural Resources Management (CBNRM) program at a level of \$13.9 million for five years. As indicated in last year's R4 and in our requests to adjust our FY 1999 and FY 2000 OYB levels among SOs, the Mission's environmental program requires more resources than were originally planned (\$13.980 million over five years, versus initial estimates of \$10 million). The funding is required to allow World Wildlife Fund, the Ministry of Environment, and Namibian NGOs to respond and meet the current high demand for conservancy development assistance in Namibia, and to ensure the sustainability of the program when USAID assistance is completed in 2005.

Strategic Objective 4: USAID Namibia will phase out of SO #4 and complete assistance by the end of 2002. We project that a total of \$1.9 million in FY 2000-2001 is required to ensure the successful completion and achievement of the program. The requested funding will finance a second phase of NDI's program, civic advocacy campaign, and program management costs. No new funding will be required in or beyond FY 2002.

Special Objective 1 (HIV/AIDS): Given the severity of the HIV/AIDS epidemic and its ramifications for the long-term success of our overall Namibia development program, USAID has developed a new initiative and Special Objective for 2000 - 2005. The initiative will require a minimum of \$6.5 million in total funding for FY 2000-2005.

B. WORKFORCE AND OPERATING EXPENSE REQUIREMENTS:

The programmatic demands on the Mission's OE-funded staff of managing four SOs and a new Special Objective will increase over the next two years. This primarily stems from the addition of USAID Namibia's Special Objective (HIV/AIDS) which will require additional logistical support including procurement, housing, travel, computer support, and personnel administration. Moreover, the net reduction of OE over the next two years will seriously hinder the ability of the support staff to provide the kind of quality services it has strived to bring to the program in recent years. The Mission will try to work within recently imposed OE ceilings by making cuts elsewhere as discussed below.

In light of the new policy on forward funding of salaries of USPSC's and FSNPSC's, USAID Namibia feels it can adequately function within FY 2000's recently reduced (\$100,000 decrease) OE ceiling. However, in FY 2001, with the proposed further reduction of OE in FY 2001 (an additional \$60,000 decrease), the Mission will face much more difficult decisions and budget tradeoffs. If required to work within these additional budgetary constraints, the Mission will be forced to forego priority items, such as critical staff training, cost-of-living adjustments for FSN staff, and long-needed NXP upgrades for the USAID Mission and residences.

Although USAID Namibia will try to meet the financial constraints in FY 2001, the Mission will require several proportional increases in the year 2002 to accommodate the shortfalls during the previous year. One of the areas that will require additional funding is in the area of FSN salaries. Although we may have to forego cost-of-living increases during FY2001 in FSN staff salaries, the Mission would like to allow for a slight increase in FSN salaries in FY 2002. Another area that would have to be significantly reduced during FY 2001 is TDY assistance critical to maintaining appropriate management oversight and intend control. Although our current budget already constrains our ability to secure adequate TDY coverage for staff absences from post as well as needed management support, further reductions in this category would create a degree of program management vulnerability that USAID Namibia cannot allow. Thus, Namibia will require a responsible increase in funding budgeted for FY2002 in the category of special personal services payments.

While the Mission believes that some adjustments can be made to meet the recently mandated budgetary cuts in FY 2000 and 2001, their cuts will be at the expense of Mission vulnerability and morale.

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001 Obligated by:		FY 2002 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
Economic Empowerment of HDNs through Accelerated Private Sector Growth	SME Development, 673-001. Buy In: Global GTN	Medium	5	50		50	
The Risk of HIV/AIDS Transmission Reduced through a Model Prevention Program in a Key Region	Coastal Area Prevention Program, 673-xxx. Buy In: Global FHI/IMPACT	High	5	2,000		1,030	
GRAND TOTAL.....				2,050		1,080	

* For Priorities use high, medium-high, medium, medium-low, low

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000

Program/Country:

NAMIBIA

Approp:

Scenario:

S.O. # , Title	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	FY 2000 Request							Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2000
							Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Economic Empowerment of HDNs through Accelerated Private Sector Growth															
	Bilateral	2,760		2,760					0					650	8,110
	Field Spt													600	0
		2,760	0	2,760	0	0	0	0	0	0	0	0	0	1,250	8,110
SO 2: Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools															
	Bilateral	2,002			2,002									1,900	7,400
	Field Spt														
		2,002	0	0	2,002	0	0	0	0	0	0	0	0	1,900	7,400
SO 3: Increased Benefits to Historically Disadvantaged Namibians From Sustainable Local Management of Natural Resources															
	Bilateral	2,619											2,619	3,800	2,300
	Field Spt	0													
		2,619	0	0	0	0	0	0	0	0	0	0	2,619	3,800	2,300
SO 4: Increased Accountability of Parliament to All Namibian Citizens															
	Bilateral	858												858	1,600
	Field Spt	0													
		858	0	0	0	0	0	0	0	0	0	0	0	858	1,600
SpO 1: The Risk of HIV/AIDS Transmission Reduced through a Model Prevention Program in a Key Region															
	Bilateral	1,000								1,000				525	475
	Field Spt	0													
		1,000	0	0	0	0	0	0	0	1,000	0	0	0	525	475
Total Bilateral		9,239	0	0	0	0	0	0	0	0	0	0	0	7,875	19,885
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	600	0
TOTAL PROGRAM		9,239	0	0	0	0	0	0	0	0	0	0	0	8,475	19,885

FY 2000 Request Agency Goal Totals	
Econ Growth	2,760
Democracy	858
HCD	0
PHN	0
Environment	2,619
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	6,237
Dev. Assist ICASS	0
Dev. Assist Total:	6,237
CSD Program	3,002
CSD ICASS	0
CSD Total:	3,002

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2001 Budget Request by Program/Country

Fiscal Year 2001 Program/Country: NAMIBIA
 Approp:
 Scenario:

S.O. #, Title		FY 2001 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2001
Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G			
SO 1: Economic Empowerment of HDNs through Accelerated Private Sector Growth															
Bilateral	2,000		2,000				0							1,900	8,210
Field Spt														200	0
	2,000	0	2,000	0	0	0	0	0	0	0	0	0	0	2,100	8,210
SO 2: Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools															
Bilateral	2,002			2,002										3,500	5,900
Field Spt															
	2,002	0	0	2,002	0	0	0	0	0	0	0	0	0	3,500	5,900
SO 3: Increased Benefits to Historically Disadvantaged Namibians From Sustainable Local Management of Natural Resources															
Bilateral	2,800												2,800	1,200	3,900
Field Spt	0														
	2,800	0	0	0	0	0	0	0	0	0	2,800	0	0	1,200	3,900
SO 4: Increased Accountability of Parliament to All Namibian Citizens															
Bilateral	998												998	1,000	1,600
Field Spt	0														
	998	0	0	0	0	0	0	0	0	0	0	0	998	1,000	1,600
SpO 1: The Risk of HIV/AIDS Transmission Reduced through a Model Prevention Program in a Key Region															
Bilateral	2,500								2,500					2,300	657
Field Spt	0														
	2,500	0	0	0	0	0	0	0	2,500	0	0	0	0	2,300	657
Total Bilateral	10,300	0	2,000	2,002	0	0	0	0	2,500	0	2,800	998		9,900	20,267
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0		200	0
TOTAL PROGRAM	10,300	0	2,000	2,002	0	0	0	0	2,500	0	2,800	998		10,100	20,267

FY 2001 Request Agency Goal Totals	
Econ Growth	2,000
Democracy	998
HCD	0
PHN	0
Environment	2,800
Program ICASS	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	5,798
Dev. Assist ICASS	0
Dev. Assist Total:	5,798
CSD Program	4,502
CSD ICASS	0
CSD Total:	4,502

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

FY 2002 Budget Request by Program/Country

Fiscal Year 2002 Program/Country: NAMIBIA
 Approp:
 Scenario:

S.O. #, Title		FY 2002 Request											Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002	
Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G			
SO 1: Economic Empowerment of HDNs through Accelerated Private Sector Growth															
Bilateral	2,500		2,500				0							2,100	8,610
Field Spt														100	0
	2,500	0	2,500	0	0	0	0	0	0	0	0	0	0	2,200	8,610
SO 2: Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools															
Bilateral	3,000			3,000										3,700	5,200
Field Spt															
	3,000	0	0	3,000	0	0	0	0	0	0	0	0	0	3,700	5,200
SO 3: Increased Benefits to Historically Disadvantaged Namibians From Sustainable Local Management of Natural Resources															
Bilateral	3,400												3,400	3,000	4,300
Field Spt	0														
	3,400	0	0	0	0	0	0	0	0	0	3,400	0	0	3,000	4,300
SO 4: Increased Accountability of Parliament to All Namibian Citizens															
Bilateral	0												0	1,600	0
Field Spt	0														
	0	0	0	0	0	0	0	0	0	0	0	0	0	1,600	0
SpO 1: The Risk of HIV/AIDS Transmission Reduced through a Model Prevention Program in a Key Region															
Bilateral	1,300								1,300					1,730	227
Field Spt	0														
	1,300	0	0	0	0	0	0	0	1,300	0	0	0	0	1,730	227
Total Bilateral	10,200	0	2,500	3,000	0	0	0	0	1,300	0	3,400	0	0	12,130	18,300
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0
TOTAL PROGRAM	10,200	0	2,500	3,000	0	0	0	0	1,300	0	3,400	0	0	12,230	18,300

FY 2002 Request Agency Goal Totals	
Econ Growth	2,500
Democracy	0
HCD	0
PHN	0
Environment	3,400
Program ICASS	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	5,900
Dev. Assist ICASS	0
Dev. Assist Total:	5,900
CSD Program	4,300
CSD ICASS	0
CSD Total:	4,300

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Org. Title: Org. No: OC		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	40.9		40.9	42.1		42.1	45.1		45.1
	Subtotal OC 11.1	40.9	0	40.9	42.1	0	42.1	45.1	0	45.1
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	29.4		29.4	0		0	21.6		21.6
11.8	FN PSC Salaries	279.3		279.3	356.2		356.2	381.3		381.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	308.7	0	308.7	356.2	0	356.2	402.9	0	402.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	51.3		51.3	58.3		58.3	23.8		23.8
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits	5		5	9.2		9.2	2		2
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits	4		4	4		4	4.4		4.4
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits	31.9		31.9	37.5		37.5	41.3		41.3
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	92.2	0	92.2	109	0	109	71.5	0	71.5
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	29.4		29.4	11.2		11.2	34.4		34.4
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	4.4		4.4	8.1		8.1	14.6		14.6
21.0	Assignment to Washington Travel	6.6		6.6	0		0			0
21.0	Home Leave Travel	11.1		11.1	10.3		10.3	31.1		31.1
21.0	R & R Travel	15.5		15.5	21.1		21.1	22.8		22.8
21.0	Education Travel	7.2		7.2			#VALUE!			#VALUE!
21.0	Evacuation Travel			0			0			0
21.0	Retirement Travel			#VALUE!			#VALUE!			#VALUE!
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel	3.6		3.6	3.9		3.9	4.2		4.2
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	6.2		6.2	0		0	7.2		7.2
21.0	Site Visits - Mission Personnel	13.8		13.8	10		10	16.1		16.1

21.0	Conferences/Seminars/Meetings/Retreats	28.1	28.1	18.9	18.9	34.9	34.9
21.0	Assessment Travel		0		0		0
21.0	Impact Evaluation Travel		0		0		0
21.0	Disaster Travel (to respond to specific disasters)		0		0		0
21.0	Recruitment Travel		0		0		0
21.0	Other Operational Travel	7	7	7.6	7.6	8.2	8.2
	Subtotal OC 21.0	132.9	0 #VALUE!	91.1	0 #VALUE!	173.5	0 #VALUE!
22.0	Transportation of things	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
22.0	Post assignment freight	42	42		0	27	27
22.0	Home Leave Freight	8	8	4.3	4.3	11.7	11.7
22.0	Retirement Freight		0		0		0
22.0	Transportation/Freight for Office Furniture/Equip.	5.5	5.5	8	8	9.8	9.8
22.0	Transportation/Freight for Res. Furniture/Equip.	1.3	1.3	7.5	7.5	0	0
	Subtotal OC 22.0	56.8	0	56.8	19.8	0	19.8
23.2	Rental payments to others	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
23.2	Rental Payments to Others - Office Space	136.2	136.2	141.5	141.5	148.6	148.6
23.2	Rental Payments to Others - Warehouse Space	12.9	12.9	13.5	13.5	14.2	14.2
23.2	Rental Payments to Others - Residences	11.1	11.1	11.7	11.7	12.3	12.3
	Subtotal OC 23.2	160.2	0	160.2	166.7	0	166.7
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
23.3	Office Utilities	20.1	20.1	16.7	16.7	17.5	17.5
23.3	Residential Utilities	19.2	19.2	20.1	20.1	21.1	21.1
23.3	Telephone Costs	36.4	36.4	31	31	32.5	32.5
23.3	ADP Software Leases		0		0		0
23.3	ADP Hardware Lease		0		0		0
23.3	Commercial Time Sharing		0		0		0
23.3	Postal Fees (Other than APO Mail)	0.2	0.2	0.2	0.2	0.2	0.2
23.3	Other Mail Service Costs	0	0	0	0	0	0
23.3	Courier Services	4.2	4.2	4.4	4.4	4.6	4.6
	Subtotal OC 23.3	80.1	0	80.1	72.4	0	72.4
24.0	Printing and Reproduction		0		0		0
	Subtotal OC 24.0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.1	Studies, Analyses, & Evaluations		0		0		0
25.1	Management & Professional Support Services		0		0		0
25.1	Engineering & Technical Services		0		0		0
	Subtotal OC 25.1	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.2	Office Security Guards	8.8	8.8	7.2	7.2	7.8	7.8
25.2	Residential Security Guard Services	2.8	2.8	3	3	2.5	2.5
25.2	Official Residential Expenses		0		0		0
25.2	Representation Allowances	0.7	0.7	0.7	0.7	0.7	0.7
25.2	Non-Federal Audits		0		0		0
25.2	Grievances/Investigations		0		0		0
25.2	Insurance and Vehicle Registration Fees	0.4	0.4	0.5	0.5	0.5	0.5
25.2	Vehicle Rental		0		0		0
25.2	Manpower Contracts	9	9	7.1	7.1	7.7	7.7
25.2	Records Declassification & Other Records Services		0		0		0
25.2	Recruiting activities	2	2	2.2	2.2	2.3	2.3
25.2	Penalty Interest Payments		0		0		0
25.2	Other Miscellaneous Services	40	40	10.8	10.8	11.7	11.7
25.2	Staff training contracts	5	5	5.4	5.4	5.8	5.8
25.2	ADP related contracts		0		0		0
	Subtotal OC 25.2	68.7	0	68.7	36.9	0	36.9
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.3	ICASS	62	62	63.9	63.9	65.8	65.8

25.3	All Other Services from Other Gov't. accounts		0		0		0		0	
	Subtotal OC 25.3	62	0	62	63.9	0	63.9	65.8	0	65.8
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line		Do not enter data on this line			
25.4	Office building Maintenance	10		10	10.3		10.3	11		11
25.4	Residential Building Maintenance	20		20	15.8		15.8	16.5		16.5
	Subtotal OC 25.4	30	0	30	26.1	0	26.1	27.5	0	27.5
25.6	Medical Care									
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line		Do not enter data on this line			
25.7	ADP and telephone operation and maintenance costs	2		2	2.6		2.6	2.1		2.1
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	2.5		2.5	2.6		2.6	2.8		2.8
25.7	Vehicle Repair and Maintenance	5		5	5.2		5.2	5.5		5.5
25.7	Residential Furniture/Equip. Repair and Maintenance	3		3	3.2		3.2	3.3		3.3
	Subtotal OC 25.7	12.5	0	12.5	13.6	0	13.6	13.7	0	13.7
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	20		20	16.2		16.2	17.5		17.5
	Subtotal OC 26.0	20	0	20	16.2	0	16.2	17.5	0	17.5
31.0	Equipment	Do not enter data on this line			Do not enter data on this line		Do not enter data on this line			
31.0	Purchase of Residential Furniture/Equip.	25		25			0			0
31.0	Purchase of Office Furniture/Equip.	5		5	6		6	14		14
31.0	Purchase of Vehicles			0	0		0	35		35
31.0	Purchase of Printing/Graphics Equipment			0	5		5	4		4
31.0	ADP Hardware purchases	5		5	10		10	13		13
31.0	ADP Software purchases			0	6		6	8		8
	Subtotal OC 31.0	35	0	35	27	0	27	74	0	74
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line		Do not enter data on this line			
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		1100	0	#VALUE!	1041	0	#VALUE!	1230	0	#VALUE!

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>880</u>		<u>832.8</u>		<u>984</u>
Exchange Rate Used in Computations	<u>6.2</u>	-	<u>6.2</u>	-	<u>6.2</u>

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0	0	0
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Org. Title: Org. No: OC		USAID/NAMIBIA 673		Overseas Mission Budgets								
				FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.1	Base Pay & pymt. for annual leave balances - FNDH	40.9		40.9	42.1		42.1	45.1		45.1		
	Subtotal OC 11.1	40.9	0	40.9	42.1	0	42.1	45.1	0	45.1		
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0		
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0		
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.5	USDH			0			0			0		
11.5	FNDH			0			0	0		0		
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0		
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.8	USPSC Salaries			0			0			0		
11.8	FN PSC Salaries	48.6		48.6	56.7		56.7	59.5		59.5		
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0		
	Subtotal OC 11.8	48.6	0	48.6	56.7	0	56.7	59.5	0	59.5		
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	Educational Allowances	4.4		4.4	4.6		4.6	4.9		4.9		
12.1	Cost of Living Allowances			0			0			0		
12.1	Home Service Transfer Allowances			0			0			0		
12.1	Quarters Allowances			0			0			0		
12.1	Other Misc. USDH Benefits			0			0			0		
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0		
12.1	Other FNDH Benefits	4		4	4		4	4.4		4.4		
12.1	US PSC Benefits			0			0			0		
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0		
12.1	Other FN PSC Benefits			0			0			0		
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0		
	Subtotal OC 12.1	8.4	0	8.4	8.6	0	8.6	9.3	0	9.3		

13.0	Benefits for former personnel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
13.0	FNDH	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
13.0	Severance Payments for FNDH		0		0		0
13.0	Other Benefits for Former Personnel - FNDH		0		0		0
13.0	FN PSCs	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
13.0	Severance Payments for FN PSCs		0		0		0
13.0	Other Benefits for Former Personnel - FN PSCs	6.8	6.8	8	8	8.4	8.4
	Subtotal OC 13.0	6.8	0 6.8	8	0 8	8.4	0 8.4
21.0	Travel and transportation of persons	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
21.0	Training Travel	5.9	5.9	2.2	2.2	6.9	6.9
21.0	Mandatory/Statutory Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
21.0	Post Assignment Travel - to field		0		0		0
21.0	Assignment to Washington Travel		0		0		0
21.0	Home Leave Travel		0		0		0
21.0	R & R Travel	4	4	0	0	4.6	4.6
21.0	Education Travel		0		0		0
21.0	Evacuation Travel		0		0		0
21.0	Retirement Travel		0		0		0
21.0	Pre-Employment Invitational Travel		0		0		0
21.0	Other Mandatory/Statutory Travel		0		0		0
21.0	Operational Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data #VALUE!	
21.0	Site Visits - Headquarters Personnel		0		0		0
21.0	Site Visits - Mission Personnel	2.8	2.8	2	2	3.2	3.2
21.0	Conferences/Seminars/Meetings/Retreats	5.6	5.6	3.8	3.8	6.9	6.9
21.0	Assessment Travel		0		0		0
21.0	Impact Evaluation Travel		0		0		0
21.0	Disaster Travel (to respond to specific disasters)		0		0		0
21.0	Recruitment Travel		0		0		0
21.0	Other Operational Travel		0		0		0
	Subtotal OC 21.0	18.3	0 18.3	8	0 8	21.6	0 #VALUE!
22.0	Transportation of things	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
22.0	Post assignment freight		0		0		0
22.0	Home Leave Freight		0		0		0
22.0	Retirement Freight		0		0		0
22.0	Transportation/Freight for Office Furniture/Equip.	1.1	1.1	1.6	1.6	1.9	1.9
22.0	Transportation/Freight for Res. Furniture/Equip.		#VALUE!		0		0
	Subtotal OC 22.0	1.1	0 #VALUE!	1.6	0 1.6	1.9	0 1.9

23.2	Rental payments to others	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
23.2	Rental Payments to Others - Office Space	9.5	9.5	9.9	9.9	10.4	10.4			
23.2	Rental Payments to Others - Warehouse Space	1	1	1	1	1.1	1.1			
23.2	Rental Payments to Others - Residences	11.1	11.1	11.7	11.7	12.3	12.3			
	Subtotal OC 23.2	21.6	0	21.6	22.6	0	22.6	23.8	0	23.8
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
23.3	Office Utilities	1.4	1.4	1.2	1.2	1.2	1.2			
23.3	Residential Utilities	1.6	1.6	1.7	1.7	1.8	1.8			
23.3	Telephone Costs	4.5	4.5	3.9	3.9	4.1	4.1			
23.3	ADP Software Leases		0		0		0			
23.3	ADP Hardware Lease		0		0		0			
23.3	Commercial Time Sharing		0		0		0			
23.3	Postal Fees (Other than APO Mail)		0		0		0			
23.3	Other Mail Service Costs		0		0		0			
23.3	Courier Services	1.3	1.3	1.3	1.3	1.4	1.4			
	Subtotal OC 23.3	8.8	0	8.8	8.1	0	8.1	8.5	0	8.5
24.0	Printing and Reproduction			0		0		0		0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
25.1	Studies, Analyses, & Evaluations		0		0		0			
25.1	Management & Professional Support Services		0		0		0			
25.1	Engineering & Technical Services		0		0		0			
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line				
25.2	Office Security Guards	1.1	1.1	0.9	0.9	1	1			
25.2	Residential Security Guard Services	0.5	0.5	0.5	0.5	0.4	0.4			
25.2	Official Residential Expenses		0		0		0			
25.2	Representation Allowances		0		0		0			
25.2	Non-Federal Audits		0		0		0			
25.2	Grievances/Investigations		0		0		0			
25.2	Insurance and Vehicle Registration Fees		0		0		0			
25.2	Vehicle Rental		0		0		0			
25.2	Manpower Contracts	0.6	0.6	0.5	0.5	0.5	0.5			
25.2	Records Declassification & Other Records Services		0		0		0			
25.2	Recruiting activities	0.4	0.4	0.4	0.4	0.5	0.5			

25.2	Penalty Interest Payments		0		0		0		0	
25.2	Other Miscellaneous Services	6.6	6.6	1.8	1.8	1.9	1.9			
25.2	Staff training contracts	0.6	0.6	0.7	0.7	0.7	0.7			
25.2	ADP related contracts		0		0		0			
	Subtotal OC 25.2	9.8	0	9.8	4.8	0	4.8	5	0	5
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	7.8	7.8	7.9	7.9	8.2	8.2			
25.3	All Other Services from Other Gov't. accounts		0		0		0			
	Subtotal OC 25.3	7.8	0	7.8	7.9	0	7.9	8.2	0	8.2
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0.7	0.7	0.7	0.7	0.8	0.8			
25.4	Residential Building Maintenance	1.6	1.6	1.3	1.3	1.4	1.4			
	Subtotal OC 25.4	2.3	0	2.3	2	0	2	2.2	0	2.2
25.6	Medical Care		0		0		0			
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0.3	0.3	0.3	0.3	0.3	0.3			
25.7	Storage Services		0		0		0			
25.7	Office Furniture/Equip. Repair and Maintenance	0.3	0.3	0.3	0.3	3	3			
25.7	Vehicle Repair and Maintenance	0.8	0.8	0.9	0.9	0.9	0.9			
25.7	Residential Furniture/Equip. Repair and Maintenance	0.5	0.5	0.5	0.5	0.6	0.6			
	Subtotal OC 25.7	1.9	0	1.9	2	0	2	4.8	0	4.8
25.8	Subsistance & spt. of persons (by contract or Gov't.)		0		0		0			
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	2.5	2.5	2	2	2.2	2.2			
	Subtotal OC 26.0	2.5	0	2.5	2	0	2	2.2	0	2.2
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		0		0		0			
31.0	Purchase of Office Furniture/Equip.	0.8	0.8	1.2	1.2	2.8	2.8			
31.0	Purchase of Vehicles		0		0		5.8		5.8	
31.0	Purchase of Printing/Graphics Equipment		0		0.8		0.8	0.6		0.6

31.0	ADP Hardware purchases	0.8		0.8	1.6		1.6	2.2		2.2
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	1.6	0	1.6	3.6	0	3.6	11.4	0	11.4
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		180.4	0	#VALUE!	178	0	178	211.9	0	#VALUE!

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>163.6</u>		<u>165.1</u>		<u>197.3</u>
Exchange Rate Used in Computations	<u>6.2</u>	-	<u>6.2</u>	-	<u>6.2</u>

**

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0 0 0

Org. Title: Org. No: OC	USAID Namibia 673-	Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0
11.8	FN PSC Salaries			0			0			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits			0			0			0
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0			0			0

21.0	Mandatory/Statutory Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Post Assignment Travel - to field	0	0	0
21.0	Assignment to Washington Travel	0	0	0
21.0	Home Leave Travel	0	0	0
21.0	R & R Travel	0	0	0
21.0	Education Travel	0	0	0
21.0	Evacuation Travel	0	0	0
21.0	Retirement Travel	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0
21.0	Operational Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Site Visits - Headquarters Personnel	0	0	0
21.0	Site Visits - Mission Personnel	0	0	0
21.0	Conferences/Seminars/Meetings/Retreats	0	0	0
21.0	Assessment Travel	0	0	0
21.0	Impact Evaluation Travel	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0
21.0	Recruitment Travel	0	0	0
21.0	Other Operational Travel	0	0	0
	Subtotal OC 21.0	0 0 0	0 0 0	0 0 0
22.0	Transportation of things	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
22.0	Post assignment freight	0	0	0
22.0	Home Leave Freight	0	0	0
22.0	Retirement Freight	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0
	Subtotal OC 22.0	0 0 0	0 0 0	0 0 0
23.2	Rental payments to others	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
23.2	Rental Payments to Others - Office Space	0	0	0
23.2	Rental Payments to Others - Warehouse Space	0	0	0
23.2	Rental Payments to Others - Residences	0	0	0
	Subtotal OC 23.2	0 0 0	0 0 0	0 0 0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
23.3	Office Utilities	0	0	0
23.3	Residential Utilities	0	0	0
23.3	Telephone Costs	0	0	0
23.3	ADP Software Leases	0	0	0
23.3	ADP Hardware Lease	0	0	0
23.3	Commercial Time Sharing	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0
23.3	Other Mail Service Costs	0	0	0
23.3	Courier Services	0	0	0
	Subtotal OC 23.3	0 0 0	0 0 0	0 0 0
24.0	Printing and Reproduction	0	0	0
	Subtotal OC 24.0	0 0 0	0 0 0	0 0 0
25.1	Advisory and assistance services	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
25.1	Studies, Analyses, & Evaluations	0	0	0

25.1	Management & Professional Support Services			0		0		0	
25.1	Engineering & Technical Services			0		0		0	
	Subtotal OC 25.1	0	0	0	0	0	0	0	
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
25.2	Office Security Guards			0		0		0	
25.2	Residential Security Guard Services			0		0		0	
25.2	Official Residential Expenses			0		0		0	
25.2	Representation Allowances			0		0		0	
25.2	Non-Federal Audits			0		0		0	
25.2	Grievances/Investigations			0		0		0	
25.2	Insurance and Vehicle Registration Fees			0		0		0	
25.2	Vehicle Rental			0		0		0	
25.2	Manpower Contracts			0		0		0	
25.2	Records Declassification & Other Records Services			0		0		0	
25.2	Recruiting activities			0		0		0	
25.2	Penalty Interest Payments			0		0		0	
25.2	Other Miscellaneous Services			0		0		0	
25.2	Staff training contracts			0		0		0	
25.2	ADP related contracts			0		0		0	
	Subtotal OC 25.2	0	0	0	0	0	0	0	
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
25.3	ICASS			0		0		0	
25.3	All Other Services from Other Gov't. accounts			0		0		0	
	Subtotal OC 25.3	0	0	0	0	0	0	0	
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
25.4	Office building Maintenance			0		0		0	
25.4	Residential Building Maintenance			0		0		0	
	Subtotal OC 25.4	0	0	0	0	0	0	0	
25.6	Medical Care								
	Subtotal OC 25.6	0	0	0	0	0	0	0	
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line	
25.7	ADP and telephone operation and maintenance costs			0		0		0	
25.7	Storage Services			0		0		0	
25.7	Office Furniture/Equip. Repair and Maintenance			0		0		0	
25.7	Vehicle Repair and Maintenance			0		0		0	
25.7	Residential Furniture/Equip. Repair and Maintenance			0		0		0	
	Subtotal OC 25.7	0	0	0	0	0	0	0	
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0		0		0	
	Subtotal OC 25.8	0	0	0	0	0	0	0	
26.0	Supplies and materials			0		0		0	
	Subtotal OC 26.0	0	0	0	0	0	0	0	

31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0		0	0		0		0	
31.0	Purchase of Office Furniture/Equip.	0		0	0		0		0	
31.0	Purchase of Vehicles	0		0	0		0		0	
31.0	Purchase of Printing/Graphics Equipment	0		0	0		0		0	
31.0	ADP Hardware purchases	0		0	0		0		0	
31.0	ADP Software purchases	0		0	0		0		0	
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0		0	0		0		0	
32.0	Purchase of fixed equipment for buildings	0		0	0		0		0	
32.0	Building Renovations/Alterations - Office	0		0	0		0		0	
32.0	Building Renovations/Alterations - Residential	0		0	0		0		0	
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	
42.0	Claims and indemnities			0			0		0	
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	
TOTAL BUDGET		0	0	0	0	0	0	0	0	

Additional Mandatory Information

Dollars Used for Local Currency Purchases _____

Exchange Rate Used in Computations _____

**

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal: 0 0 0

Organization: 673-Namibia

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0			0			0
Withdrawals			0			0			0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate _____

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate _____

**Annex for R4 2002 document
Environmental Impact & Compliance Information**

Component 1. Plan for new or amended IEE or EA actions for coming year. Planned Reg 216 actions are listed in FY00 column in the Table below.

Component 2. Compliance with previously approved IEEs or EAs. All current activities are in compliance with approved IEEs, as reflected in the FY 00, FY 01 and comments columns below.

USAID/Namibia ENVIRONMENTAL REVIEW STATUS, PLANS AND SCHEDULE

ASSISTANCE ACTIVITIES	FY 99 and previous	FY 00	COMMENTS
SO1 Economic Empowerment of Historically Disadvantaged Namibians through Accelerated Private Sector Growth			
SO-level/SOAG IEE for all activities (27Namib1.iee)	FY 99 IEE amended in 27Namib1.iee to add Cat Ex for new Private Sector activities	No actions outstanding for this IEE	Cat Ex. status will be reviewed and any changes communicated to BEO by the MEO.
SO2 Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools			
SO-level/SOAG IEE for all activities updated (28namib3.iee)	FY 98 IEE: updated to include Phase II activities.	No actions outstanding since none of the activities are expected to have direct physical effects.	SO Team in consultation with MEO will monitor the Cat Exclusion status of the IEE and made modifications as needed.
SO3 Increased Benefits Received by Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
SO-level/SOAG IEE for all activities updated (28Namib2.iee); activities have multiple determination	FY 99 IEE: updated to extend Cat Exclusion for additionally funded activities. Negative Determination with conditions has been	EAs will be done for several new conservancies during the course of this calendar year.	PACD goes up to FY 2004 and new activities will be monitored for environmental impact through the LOP.

	approved for all activities involving environmental and wildlife enhancement activities, creation and development of income generation enterprises.		
SO4 Increased Accountability of Parliament to all Namibian Citizens			
SO-level/SOAG IEE for all activities updated (28namib1.iee)	Continued Categorical Exclusion recommended for all activities. No new activities identified.	No actions outstanding for this IEE.	The Categorical Exclusion status will be monitored and updated as needed.
SPO Risk of HIV/AIDS Transmission is Reduced through a Model Prevention Program in a Key Region			
SO-level IEE for all activities approved on December 16, 2000 (30 Namibia SPO1.iee)	SPO initiated and activities identified.	SPO activities approved and Categorical Exclusion recommended. No new environmental actions identified. Continue to monitor IEE for compliance.	The Categorical Exclusion status will be monitored and updated as needed.

STRATEGIC PERFORMANCE MONITORING PLANS

USAID's reengineering guidance requires operating units to prepare a Performance Monitoring Plan (PMP) for the systematic and timely collection of performance data.

A PMP is a critical tool for planning, managing, and documenting data, as it contributes to the effectiveness of the performance monitoring system by ensuring that *comparable* data will be tracked and reported on a *regular and timely* basis. This is essential to the functioning of a credible and purposeful performance-based management approach.

In line with this thinking, USAID Namibia has, within the last year, undergone a process of reviewing its monitoring and evaluation procedures and updating and streamlining the reflection of aims and results achieved in all reporting documents. This exercise was based on consultation with all major GRN counterparts, customers, stakeholders and partners, whose input was solicited during the holding of comprehensive portfolio reviews for all Strategic Objective areas. Our experience has shown the value of collaborating with host government officials, implementing agency staff, contractors and grantees and other donors, as they typically are the most familiar with the quality, availability and timeliness of relevant data and are most often involved in the actual collection of the necessary information. Through this process of cooperative and constructive participation, agreement was reached on the means of assessing progress and measuring success against the benchmarks listed in the Strategic Performance Monitoring Plans presented hereunder.

These PMP matrices provide:

- A detailed definition of each performance indicator
- The source, method, frequency and schedule of data collection, and
- The office, team, or individual responsible for ensuring data are available on schedule

Apart from this, gender as a cross-cutting issue has been incorporated and highlighted in more explicit ways in the charts. This reflects more clearly where the gender-specific impact of the activities under a particular program need to be captured in a more differentiated manner. This also signals the mission's overall intention to integrate gender concerns more effectively into all stages of Program Planning , Implementation, Monitoring, Evaluation and Reporting in the future.

Lastly, it should be stated that these PMPs are to be regarded as reflecting final, not interim Results, as the mission is scheduled to close in 2005.

**673-001-01: Economic Empowerment of HDNs through Accelerated Private Sector Growth
Performance Monitoring Plan**

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule of Data Collection
SO 1 Economic Empowerment of HDNs through Accelerated Private Sector Growth	1. Growth of USAID-assisted SMEs	<p>Definitions: Growth in terms of enterprise size, # of new jobs created by SMEs that were assisted through USAID-support</p> <p>Unit of analysis: Small and medium size firms</p> <p>Unit of analysis: Jobs</p>	BSO service statistics and SO-sponsored SME survey responses	<p>(a) BSO conducts follow-up of assisted SMEs on employment creation</p> <p>(b) A multi-purpose survey conducted periodically will also provide data based on a sample of assisted and unassisted firms</p>	<p>Data collection on assisted SMEs can be conducted on an annual follow-up basis by BSOs</p> <p>The multi-purpose survey will provide data in approximately 2002 and again in 2004</p>
	2. Number of new jobs created in private sector, disaggregated by gender of employee and by region	<p>Definition: New jobs created in private sector</p> <p>Unit of analysis: Jobs</p>	Ministry of Labor	Survey on labor force and employment is conducted every five years – see Ministry documents for methodology	SO 1 team can use 1997 survey data for baseline. The next survey will be conducted in 2004
I.R. 1.1 Increased numbers of HDNs acquiring enhanced entrepreneurial, managerial & technical skills	1. Number of entrepreneurs and managers utilizing reinforced training for management capacity, disaggregated by gender and region	<p>Definition: Entrepreneurs assisted through BSO-supported training and/or mentoring. Indicator will look at utilization of training</p> <p>Unit of analysis: Entrepreneurs/Managers</p>	Data Source: Records from USAID-assisted BSOs	Follow-up monitoring of entrepreneurs and managers who have received training through SO 1 program	Annual

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule of Data Collection
I.R. 1.1 continued	<p>2. Number of HDNs Obtaining:</p> <p>(a) a higher level position in targeted firms after training; or</p> <p>(b) who leave to start own businesses after training or</p> <p>(c) who leave for higher level position in another firm after training or USAID assistance, disaggregated by gender</p>	<p>Definition:</p> <p>HDN: Historically disadvantaged Namibians</p> <p>Higher level position: Any position higher than one currently held</p> <p>Unit of analysis: Individuals who benefited from USAID-sponsored assistance or training</p>	Records from: NCCI (and EEC, as available); USAID-supported BSOs	<p>(a) Reports from EEC and/or NCCI client firms (Namibia Monitor);</p> <p>(b) Follow-up questionnaires to persons who have received training and/or mentoring through SO 1 program</p>	Annual; Periodic Reports
I.R. 1.2 Sustainable local capacity to deliver quality business support services for SMEs	1. Number of SME firms provided with in-house consultation and mentoring services, disaggregated by gender of owner and region	<p>Definition: Indicator looks at spread of service delivery as a measure of BSO capacity; SME defined above</p> <p>Unit of analysis: firms provided with service</p>	USAID-supported BSO records	BSO compiles records of all firms assisted, disaggregated by gender of owner/operator, region located	Annual
	2. Number of entrepreneurs securing loans and/or attracting investment, disaggregated by gender and region	<p>Definition: Entrepreneurs who have been able to secure loans and/or attract investment for their firms, following interventions from USAID-assisted BSOs</p> <p>Unit of analysis: Number of entrepreneurs</p>	BSO statistics	BSO conducts follow-up with assisted entrepreneurs through use of questionnaires	Annual

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule of Data Collection
I.R. 1.2 continued	3. Number of BSO fee-paying clients, disaggregated by gender and region	<p>Definition: Client firms that pay fees to USAID-assisted BSOs for training and mentoring services</p> <p>Unit of analysis: Number of fee-paying client firms</p>	BSO records	BSO records of clients to include numbers of those clients who have paid a fee, disaggregated by firm size, gender of owner/CEO and region	Annual
I.R. 1.3 New business linkages and markets formed	1. Number of partnerships between large firms and SMEs, disaggregated by type of partnership and whether domestic, regional, or international	<p>Definition: Partnerships are economic for joint ventures, sub-contracting to SMEs from large firms, service or input provision contracts from SMEs to large firms</p> <p>Unit of analysis: Number of partnerships</p>	Records from USAID-assisted Business Partnership Program and/or Chamber of Commerce	Data collected from SMEs who are helped through partnership program as part of a follow-up questionnaire	Annual
	2. The number and value of export-oriented offshore direct investments and joint ventures	Definition: Value in N\$	USAID/GTN records on contracts held by Namibian firms	GTN program records number of direct investments and joint ventures and their values from assisted Namibian firms	Annual

673-002-01: Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools Performance Monitoring Plan

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule of Data Collection
SO 2 Improved Delivery of Quality Primary Education to Namibian Learners in Grades 1-4 in the Most Disadvantaged Schools	1. Institutional capacity at the national and regional level (MBEC) to develop and manage instructional inputs and services	Definition: Unit of analysis: Progress Level, Institutions are MBEC headquarters and regional offices	IIR, AED	Surveys, Reports, Analyses	Peace Corps and IIR Quarterly Reports MBEC and IIR Annual Reports
	2. Percent of classrooms in target schools meeting established criteria for improved quality education inputs	Definition: BES II target schools in northern regions Unit of analysis: Percent of classrooms	IIR, AED	Surveys, Reports, Analyses	Peace Corps and IIR Quarterly Reports MBEC and IIR Annual Reports
I.R. 2.1 Improved quality of primary school teachers in the target and selected classrooms	1. Percent of teachers in grades 1-3 trained in use of new curriculum, learner-centered instruction, and continuous assessment in target classrooms	Definition: Unit of analysis: Percent of teachers, disaggregated by gender	IIR, MBEC, Rossing	Regional Team Survey	Annual
	2. Teacher training plans are developed and implemented	Definition: Plans are developed at NIED and implemented in four target regions. Unit of analysis: Teacher training	IIR, MBEC, Rossing	Regional Team Survey	Annual - Final in R4 2002
I.R. 2.2 New, improved lower primary curriculum developed	1. Curriculum developed by NIED and implemented	Definition: Syllabi, teacher's guides, learner materials Unit of analysis: Percent of classrooms, numbers of languages and subjects	IIR, MBEC, Rossing	Regional Team Survey	Annual - Final in R4 2002

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule of Data Collection
I.R. 2.2 continued	2. Number of grade subject-language curriculum materials developed for grades 1-4	Definition: Unit of analysis: Number of curriculum materials	IIR, MBEC, Rosing	Regional Team Survey	Annual
	3. Number of trained Namibians acquiring skills to sustain and manage instructional improvement	Definition: Unit of analysis: Number of trained Namibians	IIR, MBEC, Rosing	Regional Team Survey	Annual
I.R. 2.3 New monitoring and evaluation system in place and operational	1. An effective monitoring and evaluation system to monitor the lower primary reform established and operational	Definition: Descriptive and analytic reports produced, disseminated and reviewed formally by decisionmakers; current year data collected and processed	IIR, MBEC, Rosing	Regional Team Survey	Annual
I.R. 2.4 Improved instructional support systems	1. (a) Percent of grade 1-4 teachers in targeted schools demonstrating use of an identified set of effective learner-centered teaching strategies (b) Percent of grade 1-4 teachers in target schools participating in school/cluster support work groups	(a) Effective learner-centered teaching strategies as defined in current research and building on current practice in target schools Unit of analysis: Percent of total grade 1-4 teachers in baseline target schools (BES I schools) (b) Teacher support work groups established at schools/ clusters to plan learner-centered lessons and develop materials (with special regard to gender) Unit of analysis: Percent of total grade 1-4 teachers in baseline target schools (BES I schools)	AED, MBEC	(a) Reports based on observation protocol developed in training sessions for advisory teachers and circuit inspectors (b) Records of teacher support work groups as part of advisory teachers' and circuit inspectors' reports	Quarterly, depending upon schedule of activities as outlined in the Annual Workplan Annual Report
I.R. 2.4 continued	2. Progress toward	Definition: CA materials	AED, MBEC	Records of CA	Quarterly, depending upon

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule of Data Collection
	implementing the National Policy for Continuous Assessment	<p>developed, tested, revised and implemented</p> <p>Unit of analysis: Percent of total grade 1-4 teachers in baseline using CA in their classrooms</p>		documentation (teacher checklists, student performance charts, etc.) available at schools and clusters	schedule of activities as outlined in the Annual Workplan Annual Report
I.R. 2.5 Improved school support and management systems at regional, circuit and school levels	<p>1. (a) Percent of targeted schools where school improvement plans are developed and implemented</p> <p>(b) Improved regional management plans and activities implemented</p>	<p>(a) Definition: A school plan collaboratively developed by teachers, parents, etc. and based on principal professional support (with special regard to gender)</p> <p>Unit of analysis: Targeted schools in region</p> <p>(b) Comparison of previous plans with new one?</p> <p>Unit of analysis: Targeted regions</p>	AED/Rossing, MBEC	<p>(a) Records of school plans and activities in the plans</p> <p>(b) Document analysis of regional plans and activity reports</p>	Quarterly, depending upon schedule of activities as outlined in the Annual Workplan Annual report
	<p>2. (a) Percent of targeted schools receiving support for school board development</p> <p>(b) Steps taken toward increased involvement of school boards in school improvement activities</p>	<p>Definition: Small grant funds for NGOs and school boards distributed, based on school improvement plans developed by members of the total school community (parents, school board members, teachers, etc., with special regard to gender)</p> <p>Unit of analysis: Schools in baseline and target region</p>	AED/Rossing, MBEC	Records of community involvement training activities, school improvement grants awarded, and school improvement activities implemented	Quarterly, depending upon schedule of activities as outlined in the Annual Workplan Annual report

**673-003-01: Increased Benefits Received by HDNs from Sustainable Local Management of Natural Resources
Performance Monitoring Plan**

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule Data Collection
SO 3 Increased Benefits Received by HDNs from Sustainable Local Management of Natural Resources	1. Number of individuals in registered conservancies that benefit from program supported CBNRM activities	Definition: Unit of analysis: Number of individuals, disaggregated by gender	MET	LIFE Project Staff	Semi-Annual
	2. Number of hectares of land managed by communal area conservancies	Definition: Unit of analysis: Number of hectares	MET	LIFE Project Staff	Semi-Annual
	3. Total community income from natural resource-based activities	Definition: Unit of analysis: N\$	MET	LIFE Project Staff	Semi-Annual
	4. Number of partnerships formed between conservancies and private sector businesses	Definition: Unit of analysis: Number of partnerships	LIFE Office	LIFE Project Staff	Semi-Annual
I.R. 3.1 Improved policy/legislative environment for integrated CBNRM	1. National policies, legislation and regulations adopted that promote environmentally sustainable resource management	Definition: Unit of analysis: Number of policies, etc. # of policy events	LIFE Office	LIFE Project Staff	Semi-Annual
I.R. 3.2 Conservancies are established, self-financing and well-managed	1. Number of conservancies gazetted by the Government of Namibia	Definition: Unit of analysis: Number of conservancies	MET	LIFE Project Staff	Semi-Annual
I.R. 3.2 continued	2. The registered	Definition:	MSI Conservancy	LIFE Project Staff	Annual

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule Data Collection
	conservancies demonstrate the capability required to effectively manage natural resource management programs	Unit of analysis: Number of conservancies	Management profile		
	3. Percentage of women serving on conservancy management committees	Definition: Unit of analysis: Percent of women	LIFE Office	LIFE Project Staff	Annual
I.R. 3.3 Namibian capacity built to support an integrated national CBNRM program	1. Key Namibian organizations are strengthened to develop and implement the Namibian National CBNRM program	Definition: Seven key services Unit of analysis: Step in process (for each organization)	MIS	LIFE Project Staff	Annual
	2. Key LIFE project services are transferred to Namibian organizations	Definition: Unit of analysis: Number of services	MIS	LIFE Project Staff	Annual
	3. National CBNRM Assoc. of Namibia becomes operational	Definition: Unit of analysis: Step in process	MIS	LIFE Project Staff	Annual
	4. The national CBNRM Assoc. of Namibia is able to secure non-USAID support	Definition: Unit of analysis: US\$	MIS	LIFE Project Staff	Annual

**673-004-01: Increased Accountability of Parliament to all Namibian Citizens
Performance Monitoring Plan**

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule Data Collection
SO 4: Increased Accountability of Parliament to all Namibian Citizens	1. The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups	Definition: Citizen input and parliamentary procedures Unit of analysis: Ranking from 1-4 in five key areas	USAID/NDI	Quantitative Matrix Focus Groups	Annual
I.R. 4.1 Increased opportunities for citizen participation in the legislative process	1. Number of standing and ad hoc committees that facilitate citizen input or hold public hearings	Defintion: Committees established by parliament Unit of analysis: Number of committees	NDI	Meeting minutes and attendance	Annual
	2. Number of issues on which public hearings, including committee hearings, are held	Definition: Topic of draft legislation or proposed legislation Unit of analysis: Number of issues	NDI	Meeting minutes	Annual
I.R. 4.2 Increased use by parliamentarians of enhanced skills as legislators and representatives of citizens	1. MPs use citizen input in debating legislation	Definition: Input from public via committee or meetings Unit of analysis: Percent of MPs	NDI	MP interviews	
	2. Percentage of parliamentary staff and MPs who report regularly, utilizing staff resources	Definition: "Regularly using" means at least once during each parliamentary session Unit of analysis: Percent of staff, of MPs	NDI	MP interviews Clerk consultations	Annual
I.R. 4.3 Increased public advocacy by	1. Percentage of bills of public interest that receive	Definition: "Public interest" means of	NDI	Media analysis Clerk consultations	Annual

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NGOs and civic groups in national and/or media fora	public comment	<p>concern to citizens outside those immediately legislated for; "public comment" means views expressed via committee or the media</p> <p>Unit of analysis: Percent of bills</p>			
	2. Number of campaigns/efforts/actions by NGOs and other interest groups to influence pending policy or legislation	<p>Definition: Campaigns which reach public attention.</p> <p>Unit of analysis: Number of campaigns, efforts and actions</p>	NDI/USAID	Media analysis Focus groups Poll	Annual

**SpO 1: Risk of HIV/AIDS Transmission Reduced through a Model Prevention Program in a Key Region
Performance Monitoring Plan**

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule Data Collection
SpO 1 Risk of HIV/AIDS Transmission Reduced through a Model Prevention Program in a Key Region	1. Increased SDT treatment seeking behavior among those who think they have an STD	Definition: Unit of analysis: Number of individuals seeking treatment, disaggregated by gender and age	MOHSS and private clinics	CAPP Project Staff	Annual
	2. Decreased number of sex partners	Definition: Unit of analysis: Number	Research and Analysis Survey	CAPP Project Staff	Baseline, Midterm and Final
	3. Increased use of condoms with non-regular partners	Definition: Last sex with last partner Unit of analysis: Percent increase of reported use	Research and Analysis Survey	CAPP Project Staff	Baseline, Midterm and Final
	4. Best practices documented and disseminated	Definition: Unit of analysis: Five practices in the model adopted by public/private organizations	Project Records	CAPP Project Staff	Annual
I.R. 1 Increased use of improved services	1. Increased correct diagnosis and treatment of STDs	Definition: Using MOHSS STD guidelines Unit of analysis: Percent increased over baseline	MIS	CAPP Project Staff	Baseline and Annual
	2. Increased distribution of condoms	Definition: Unit of analysis: Number of condoms distributed	MIS	CAPP Project Staff	Baseline and Annual
I.R. 1 continued	3. Increased use of VCT	Definition:	Center records	CAPP Project Staff	Annual

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule Data Collection
	services, disaggregated by gender and age	Unit of Analysis: Number of males and females using VCT services			
I.R. 2 Improved environment to enable HIV/AIDS prevention	1. Improved knowledge about and capacity to address the key policy constraints to preventing the impact of HIV/AIDS	Definition: Positive constructive opinion leader statements, press stories, workplace policies, RAPID test policy adopted by Erongo Region. Unit of Analysis: Number	Project Records	CAPP Project Staff	Annual
	2. Improved coordination/communication among public and private agencies in the administration of HIV/AIDS interventions	Definition: Scale TBD Unit of analysis: Position of step on scale	Project Records	CAPP Project Staff	Annual
I.R. 3 Improved capacity of institutions to deliver effective HIV/AIDS intervention	1. Improved quality of services delivered by HIV C&T counselors trained by the project	Definition: Checklist TBD Unit of analysis: Percent of items on checklist covered by counselors	Trainer Records	CAPP Project Staff	Annual
	2. Improved monitoring and feedback to program implementers provided by public, private, donor and NGO partners	Definition: Checklist TBD Unit of analysis: Percent of items on checklist by all program implementors	MIS	CAPP Project Staff	Annual
I.R. 3 continued	3. Increased number of outlets for condom	Definition: Distribution points	MIS	CAPP Project Staff	Baseline and Annual

SO/IR	Indicator	Indicator Definition and Unit of Analysis	Data Source	Method of Data Collection and/or Calculation	Frequency and Schedule Data Collection
	distribution	Unit of analysis: Number of outlets			
	4. Increased number of workplaces participating in project outreach efforts	Definition: Workplaces in the private and public sectors Unit of analysis: Number of participating workplaces	MIS	CAPP Project Staff	Annual
	5. Increased contributions (in cash or in-kind) by private sector businesses to HIV/AIDS activities within programs and to community efforts	Definition: Unit of analysis: Value in US\$	MIS	CAPP Project Staff	Annual
I.R. 4 Improved HIV/AIDS interventions through research, analysis, monitoring and evaluation	1. Baseline, midterm and final data collected and used in reviewing and refining strategy	Definition: Unit of analysis: Three time collection points	Research and Analysis Survey	CAPP Project Staff	Baseline, Midterm and Final
	2. Project MIS in place and used to influence intervention decisions, disaggregated by gender and age	Definition: Unit of analysis: Annual workplans reflect MIS	MIS	CAPP Project Staff	Annual