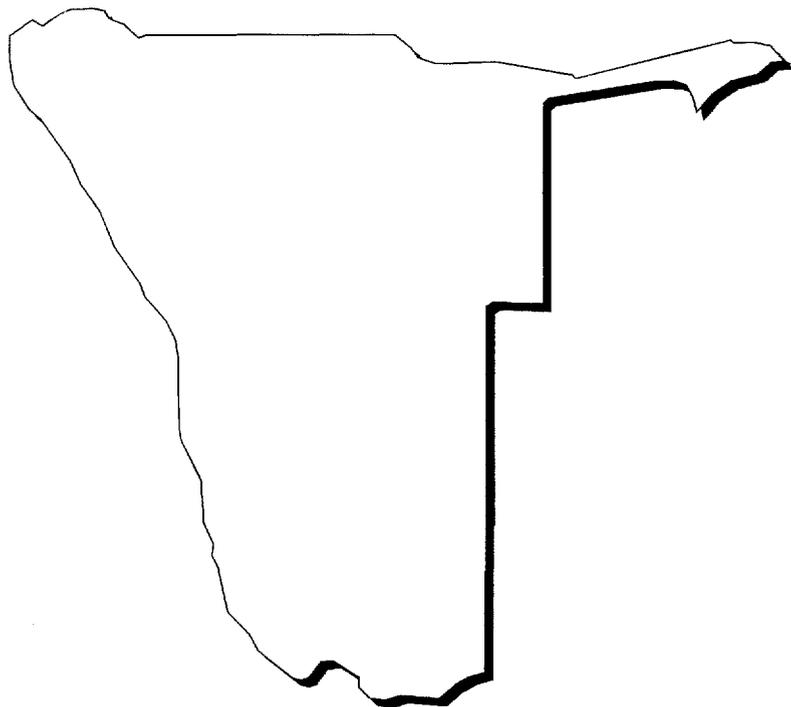




**USAID MISSION TO NAMIBIA**

**DRAFT MONITORING AND  
EVALUATION PLAN**



**December 15, 1995**

# D R A F T

## **Monitoring and Evaluation Plan**

### **Introduction**

USAID/Namibia is well advanced in the process of establishing a performance monitoring system to enable program performance to be assessed against the expected results and targets described in the Results Framework. The performance monitoring plan, in accordance with current CSP/ADS guidance, will be finalized through consultation and dialogue with its main development partners and customers, following the approval of the strategy. The aim of the plan is to lay a firm foundation for future results reporting by the Mission, using both quantitative and qualitative measurements, and to engage our development partners in assessing results and progress. USAID/Namibia is committed to working with its partners to monitor and manage for results. Within each of the strategic areas, USAID has designed its assistance in ways that measure results, identify issues, and document lessons learned as an ongoing process. This is critical in Namibia, where new approaches to meet national needs and address past inequalities are being developed and tested and where the magnitude of need far outstrips available resources from all sources, if the nation is to find sustainable solutions to the problems of its past.

The focus of the monitoring system is on strategic and programmatic information, rather than detailed project information, which will be collected separately. The process of developing the performance monitoring system included reviewing accessible sources, availability of quantifiable data and identifying major program data needs with the aim of achieving optimal coordination between the demand for data and available resources. This is particularly relevant to the USAID/Namibia strategy, as one of the Bureau's core focus sustainable development countries slated for graduation within the next ten years, where the cost of establishing long term data systems in a transitional environment have to be minimized. The task of monitoring is considerably hampered by the dearth of readily available data on a country level. Five years is a very young age for a nation and the development of national statistics is still in a formative stage. Prior to independence in 1990, no central statistical organization existed in Namibia. Many donors contributed towards the collection of demographic statistics, which allow us to compile a profile of development in the pre-independence period, but since the data sources were not coordinated, major gaps exist in the interpretation of trends. The function of collection and coordination of statistics was carried out in South Africa and precluded the collection of reliable statistics against which to measure the social, economic and political position of disadvantaged Namibians, given the complexity of existing polarizations on the basis of race, ethnicity and gender. A Central Statistics Office has formally been established in the National Planning Commission, which completed the development of a design framework for the collection of social, demographic and economic statistics (with the help of various donor agencies) at the beginning of 1994. As a matter of principle the newly elected government decided not to disaggregate long term statistics into racial, tribal or ethnic groups (given Government of the Republic of Namibia policy of national reconciliation) - which limits the use of newly established data systems for program monitoring except in areas such as education, where regional trends indicate the

position of historically disadvantaged Namibians.

While particular attention has been given to the disaggregation of data according to gender, following extensive discussions with stakeholders in Washington, quantitative indicators do not adequately capture the gender focus of the Mission. The disaggregation of data rather reflects the Mission's approach to gender, which is not to compartmentalize "woman's issues", but to integrate gender equity into the overall program approach towards disadvantaged groups. There is a broad recognition within the Mission that democracies in transition offer a wide range of opportunities for empowerment of disadvantaged groups, including women, and that these need to be explored at every level. Gender is integrated in every level of the strategy, from gender sensitive training materials and approaches to encouraging women to serve on traditionally male dominated decision making committees.

USAID will continue to strive for new innovative approaches and continue formal evaluations to support the annual monitoring process, assess performance with our development partners, and integrate our findings into our approaches. A chronology of key program monitoring activities is included in the tables below. These tables include performance indicators, approaches and performance targets for the three Strategic Objectives and the direct intermediate results for which USAID/Namibia is responsible. The timeframe for setting up monitoring and evaluation procedures for the collection of new statistics are indicated in the tables, as appropriate.

**Strategic Objective 1: Improved Performance and Education/Training Opportunities for Historically Disadvantaged Namibians**

Despite significant accomplishments in addressing the many problems of dismantling the infrastructure of Apartheid, the effects of years of neglect scar the education system and the labor market that it intersects. Evidence of neglect among the historically disadvantaged sectors of the Namibian society is widespread, both in terms of outputs from the formal education system, regional differences in skills performances and current profiles of employment. Thus, it is difficult to quantify the real impact of "separate development," unequal financial allocations, inappropriate materials and instructional methods, and the lack of democratic participation in the decision making process, potential and opportunities for personal development of the historically disadvantaged group to undertake the tasks and responsibilities of modern society. The intent of this strategic objective is not to create specific programs to address specific needs, but rather to infuse the system with resources and expertise to offset the inequalities of the past system and overcome the inefficiencies of the evolving system to redress these imbalances. The emphasis is on providing opportunities for **quality** training that meets the needs of both the individual and the society to insure active participation and improved performance of historically disadvantaged Namibians in the development process. Measuring improved performance is a complex problem, which cannot be adequately measured within the timeframe of the Strategy. Increased opportunity is, however, easier to measure and can be seen, within the Namibian context, as a proxy indicator for improved performance on the assumption that addressing the imbalances in the input, will materially effect the output.

In basic education intervention, the Ministry has undertaken a National learner Baseline

Assessment to establish baseline student performance in Grades 4 and 7 in different regions as a basis for the curriculum reform. Even though this instrument could be adapted to monitor improvements in student performance over the medium to long term, it is not a viable instrument for annual tracking of performance. Because of the technical difficulties in measuring performance of primary students, innovative approaches are being developed and tested. The Mission anticipates being able to develop an instrument for tracking the performance indicator: "*Higher learner outcomes achieved in target schools*", to ensure that target schools provide reliable information for materials and approaches on which to base the national curriculum reform. Using the new materials and methodologies, and in order to justify the investment, USAID expects 50% of the students to achieve at a level equal or better than the level achieved by 33% of the students before the intervention.

Increased access to quality basic education will be achieved both in the target schools and through the application of the national curriculum reform. The indicator, "*Number of Namibian classrooms implementing new grade 1-4 curriculum in core subjects*", will measure the penetration of the national reform, measuring the result of USAID and partner contributions. This indicator provides another link in the attribution chain to account for changes in student performance.

The performance indicators, "*Improved workplace performance of USAID-trained men and women*" and "*Number of historically disadvantaged men and women successfully completing USAID-supported training*", will assess the extent to which a critical mass of individuals have been trained to perform better and contribute towards the achievement of the strategic objective. Performance will not only be measured in terms of academic performance, but most importantly, the Mission will develop procedures to evaluate workplace performance. A matrix to track improved performance will be developed in FY96, which will include some of the following elements:

- (a) gender
- (b) sector of employment
- (c) increased productivity
- (d) increased effectiveness, as defined by increased role in decision making, increased level of responsibility defined in work plans, immediate impacts of individual action on organizational decisions
- (e) important personal accomplishments on the job
- (f) authority and influence of individuals as perceived by peers

In terms of non-formal education and training, it will not be possible to measure, on a cost effective basis, the improved performance of individuals completing training, given the wide geographic and programmatic spread of NGO training activities and the highly variable capacities of participating NGOs to monitor the impact of their programs on the lives of their individual customers. The indicator, "*Number of participatory non-formal education and training programs implemented by target NGOs*", measures the increased opportunities for adult historically disadvantaged Namibians to participate in quality participatory non-formal NGO education and training programs that are responsive to their needs.

**Intermediate Result 1.1: Improved delivery of technical and managerial training to**

### **historically disadvantaged Namibians in target organizations**

The USAID/Namibia program includes advanced in-service and pre-service training for public and private sector managers as well as short and long-term technical training components to ensure a critical mass of competent individuals has been created to contribute to the strategic objective.

The impact of domestic and donor programs on improved workplace performance of Namibians is hampered by the fact that there is no focal unit responsible for human resource development planning and policy development within the Government structure, making information and impact hard to pinpoint. Human resources development programs are spread throughout the public and private sector so that the capacity to train is minimized by the lack of information about specific deficits, while the lack of coordination encourages inefficiencies.

The effectiveness of individual training in identified skills areas has been enhanced by the USAID-encouraged establishment of the Government of the Republic of Namibia's training committees; through USAID support to human resource development needs assessments; funding the development of staff development plans in Ministries and companies and through company level training on how to value and manage diversity.

The indicators, "*Number of candidates nominated for USAID training programs by target organizations*" and "*Number of target organizations that have and use staff development plans that support enhanced roles for historically disadvantaged Namibians*" will measure the success of the program to create a commitment in target organizations to support improved performance and an enhanced role for historically disadvantaged Namibians and will increase the competitiveness and effectiveness of both USAID and partner training. The number of candidates nominated will only measure those candidates accepted through the formal nomination process. This means that organizations/ministries have developed a statement of need and committed to a staff development plan with respect to that candidate.

#### **Intermediate Result 1.2: Improved delivery of non-formal education and training services to adult historically disadvantaged Namibians by NGOs**

A key challenge to the development of NGOs is their institutional sustainability. The indicator, "*Number of NGOs meeting established sustainability criteria*", assesses the staying power of targets organizations. During the fight for independence, NGOs had a clear focus and served an essential purpose. Now the challenge lies in assisting these NGOs to restructure and refocus to meet the development needs of a young and democratic nation. NGOs need to be responsive to a rapidly changing environment and produce strategies for sustainability. Unless they stay in the sector, then the benefits for Namibians associated with their training programs will be limited. Criteria for institutional sustainability has been established, which include having financial control systems, program planning and evaluation capacity, outreach capacity and a representative board. The criteria established for the Results Package measures both the number of organizations and the degree to which they meet the established criteria, while the established program indicator only reflects the number

of NGOs actually reaching the sustainable criteria.

The Mission approach is to provide training to NGOs to involve their own customers in identifying their needs and in finding solutions to problems (e.g. the participatory approach). Although the number of trainers trained is an important index for project, it is the delivery of the training that is key to the program outcome and will be tracked by the indicator, "*Number of target male and female trainers delivering participatory non-formal education and training services to historically disadvantaged Namibians*". This activity focuses primarily on institutional capacity building, as well as training trainers who can continue NGO capacity building. As part of the assistance to NGOs and community organizations, the monitoring and evaluation systems of these groups will be upgraded to enable the group to be responsive to the needs of their own customers and provide a quantitative basis on which to estimate person-level-impacts under this strategic objective.

### **Intermediate Result 1.3: Improved delivery of quality primary education to Namibian learners in target schools**

Improved delivery of education in the most disadvantaged Namibian schools will be achieved by (1) improving the competencies of teachers in the target schools and (2) improving the teacher and learner materials used in the classroom. Measuring improvement in basic competencies of teachers presents a complex problem, which can be better measured within the context of a project evaluation scheme since it does not lend to easy monitoring.

Quantitative monitoring will be undertaken by using indirect measurements of teacher competencies, on the assumption that given the training, teachers should get better if they implement intended instructional activities and approaches. The indicator "*Number of male and female teachers in the most disadvantaged schools implementing learner-centered training methodologies*" will be used to ascertain the extent to which the trained teachers use new materials and instructional approaches. The indicator "*Percentage of target schools implementing new grade 1-4 curriculum in core subjects*", will indicate the penetration of new improved curricular materials in these schools. The latter indicator will also provide information to determine the effectiveness of the Ministry's own teacher training and curriculum distribution efforts.

Implementing the new curriculum is defined as:

- (a) new grade 1-4 curriculum materials (syllabi, teacher guides, text, teacher and learner materials - as appropriate) for school readiness maths, environmental studies and a minimum of five Namibian African languages are available to teachers and students;
- (b) teachers are trained in the use of the new curriculum; and
- (c) teachers use new curriculum materials in the classroom

It is anticipated that a rapid baseline survey will be undertaken by Peace Corps Volunteer Teachers in conjunction with technical support and district education staff prior to teachers being trained. Progress made against this baseline will be measured annually in a sample set of schools. The techniques that will be tracked through teacher observations include:

- (a) implement learner-centered teaching methods
- (b) communicate with some level of fluency in english
- (c) understand and use curriculum materials
- (d) implement new continuous assessment
- (e) create and use teacher and learner materials

This will provide the information base for the qualitative evaluation of the assumption.

**Intermediate Result 1.4: Improved delivery of a unified national curriculum for grades 1-4**

Curriculum reform is essential for implementation of education reform in Namibia and for improving learner outcomes. To increase MBEC's capacity and support in their efforts to implement the new lower primary curriculum, the Program will provide technical assistance and training in the areas of curriculum design and development, teaching and learning materials development, and continuous assessment. The Program will complement and strengthen the MBEC's curriculum reform effort by capacity building to broaden the skill base of curriculum developers, thereby strengthening their ability to produce and distribute quality syllabi and educational materials on schedule, including Namibian African language materials and necessary teaching and learning materials production to camera-ready copy.

The indicators, "*Number of syllabi developed for grades 1-4*", "*Number of curriculum assessment protocols / instruments developed for Grade 1-4*", and "*Development of a management plan for the Ministry of Basic Education's materials development unit*" will measure progress towards the development and testing of the new curriculum materials as an intermediate step towards the use of the new curriculum in schools measured by the indicator "*Number of Namibian classrooms implementing new grade 1-4 curriculum in core subjects* "

**Strategic Objective 2: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources**

The approach used by the Mission towards Strategic Objective #2 is to address the problem of alienation and disempowerment of historically disadvantaged Namibians living in communal areas from their natural resources, using a community based natural resource management approach. As a first step, people living off the land need to benefit from the natural resources on the land. By giving communal residents a stake, the negative attitude and perception towards conservation can be addressed with the knowledge and skills base broadened, people living on communal lands are empowered to manage and control their own resources, long term sustainability can be fostered. The Mission's emphasis and main sustainable impact will be the result of the improved policy and legislative environment and the development of successful income generating CBNRM pilot activities into models for eventual nationwide replication. The success of the Mission's policy dialogue is strengthened by activities that focus on establishing and testing CBNRM models.

The indicators, "*Community income (Gross) from program supported natural resource*

*management activities*" and *"Number of male and female households in target areas economically benefiting from program supported natural resource management activities"*, will measure the extent towards which measurable financial benefits are directed at the community and individual households, particularly female headed households. The indicator, *"Hectares of communal land under local management"* measures the penetration of the intervention into the communal lands. During the initial "pilot" phase this is not expected to change in a significant way, but towards the end of the strategy period, with successful models in place, the multiplier effect would begin to be manifest.

The indicator *"Number of natural resource management structures created"* will measure the development of capacity in communal areas for the local management of natural resources. These range from conservancy management committees to resource specific (i.e. thatching grass) management committees.

### **Intermediate Result 2.1: Improved policy and legislative environment for local control of natural resources in communal areas**

The achievement of this result has two distinct components that need to be monitored. The first is the actual passing of legislation and policies, monitored by indicator, *"National policies, legislation and regulations adopted that promote environmentally sustainable resource management practices"*. The second component is important for the long term sustainability of the intervention, to build a political constituency for CBNRM, that can participate in legislative and policy formulation, to assume the policy dialogue role. The indicator, *"Number of Namibian men and women participating in local management structures"*, will monitor in participation in the decision making process. In particular it is aimed at alerting the Mission to potential problems in female participation in the decision making process.

The indicator, *"Number of Namibian organizations strengthened to provide information on natural resource management and environmental issues"*, will measure the extent to which sufficient interest has been raised for Namibian organizations to become involved in the dissemination of environmental and natural resource management information; while the indicator, *"Number of regional visits and information exchanges by community based organizations, NGOs and key government officials facilitated by USAID supported programs on environmental issues facing Namibia"* will monitor the short term success at building the knowledge base for CBNRM initiative. It will also serve as a proxy for the benefits (synergy) from USAID's and Namibia's participation in the Regional CBNRM program formerly under SARP/Harare, now under ISA/Botswana.

### **Intermediate Result 2.2: Strengthened community-based natural resource management activities in target communities**

CBNRM activities have been underway in approximately 12 communities. These pilot activities are being monitored to be used as a basis for developing viable models for replication on a national basis. The selected indicator, *"Number of project supported CBNRM models that produce positive net economic benefits to resource users in target*

areas", will measure the number of successful models developed and the distribution of benefits derived from these models for comparative purposes.

### **Strategic Objective 3: Increased Accountability of Parliament to All Namibian Citizens**

The aim of this Strategic Objective is to support the political empowerment of Namibians through fostering greater public participation and a culture of transparency, accountability and accessibility. The approach involves strengthening the capacity of Parliament to function as a co-equal branch of government. In particular, the program seeks to create new structures, fora and procedures that will enhance active citizen participation in the legislative process.

USAID's activities will be built on the initiative, currently underway, to increase the capacity of Parliament to function as a co-equal branch of government. It must be recognized that Parliament is starting from scratch. There are few library and information materials available at present, and no capacity to do in-house research and analysis of policy and legislation.

Emphasis in evaluation will be put on the development of an open, transparent legislative process. Quantitative measures are insufficient to assess important steps forward, such as the ability of parliamentarians to amend or even stop bills that do not reflect the public interest. Similarly, the introduction of a private member's bill, based on public input, would be a first for Namibia and would constitute a significant achievement in the progress towards an accountable Parliament.

The training and support to Parliament will include building its capacity to monitor and evaluate its own efficiency to meet public demands. The Mission will support and encourage its partners, NDI and Parliament, to establish objectives and benchmarks against which to monitor their own progress.

The indicator, "*The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups*", will measure progress in incorporating citizen input into all facets of the legislative process. This will indicate a fundamental change in the process by which laws are developed and approved. One link in the attribution chain towards this achievement will be the establishment of public hearings through committees or other fora as measured by the indicator, "*Number of public hearings, including committee hearings, held with citizen participation*".

An integral component will be to support the organs of civil society -- particularly media and NGOs -- to take advantage of the opportunities afforded by a more open and accountable Parliament. A result of this activity will be more vibrant, analytical press coverage of Parliament. It will require improvements from both parliamentarians and the media: parliamentarians will have to use the press to inform and engage the public, while the press will need to take a more proactive role in raising issues and engaging parliamentarians in public debate. The indicator, "*Number of media reports reflecting interaction of parliamentarians and staff with the press on concerns generated by different citizen groups*" will focus on measuring interactions between press and Parliament that can lead to a better

informed citizenry. A long term goal of the program is to ensure that citizens are better informed about Parliament. However, the majority of Namibians have been historically excluded from the country's governance, and the fuller development of a culture of citizenship will be a long, complex process which will extend beyond the timeframe of this strategic plan. The Mission will be measuring progress towards this longer term goal through the use of regional focus groups in different regions of Namibia, even though the Mission recognizes that the benefits of civic education will only be realized, at that level, over a longer period of time.

A secondary facet of this program will be support to the election process. The ability of citizens to choose political leaders who represent their interests will help generate a legislative process which is more responsive and accountable to citizens. Success will be measured by, "*Number of open, public debates by party candidates in national and regional election campaigns*".

### **Intermediate Result 3.1: Increased opportunities for citizen participation in the legislative process**

To date no formal channels exist which enable the public to address the Parliament and to participate in the legislative process, due to the dominance of the executive branch. As a result, parliamentarians have had limited exposure to fora and procedures that involve citizens. Therefore, evaluation will not focus narrowly on the number of opportunities created but will also consider if parliamentarians effectively use even a few channels to solicit public input into the legislative process.

The indicators, "*The adoption of parliamentary procedures that facilitate citizen input*" and "*Number of standing and ad hoc committees created that facilitate citizen input or hold public hearings*", measure two important new opportunities for citizen participation in the legislative process.

The Mission and its partners are sensitive to the fact that new fora need to be accessible to citizens, particularly those in rural areas and the difficulties associated with achieving this. Achievement of the indicator, "*Number of visits from parliamentarians to constituencies*", will be a significant step towards meeting this objective.

### **Intermediate Result 3.2: Enhanced skills of parliamentarians as legislators and representatives of citizens**

One measure of progress will be the ability of Parliament to communicate pro-actively with the Public, through the use of informative materials such as press releases and newsletters. The program will support the establishment of an information office to handle enquiries and provide information on the functions and legislative proceedings of Parliament. The indicator, "*The number of times public and media use the parliamentary information office*", will not only measure whether the office is established, it will also measure whether Parliament is effectively communicating with citizens, leading to a growing awareness and interest in Parliament.

The indicator, "*The percentage of weekly press briefings meeting established criteria for including concerns of citizens*", will measure whether parliamentarians and staff(1) conduct question and answer sessions and (2) address topical citizen generated issues. This would represent a significant improvement over the current practice of issuing press statements that summarize parliamentary activities. More open and interactive press events would require the use of many of the skills and values included in the training programs and indicate a growing willingness to support the media as a link between Parliament and citizens.

**Intermediate Result 3.3: Increased public advocacy by NGOs and Civic Groups in local, regional, national and/or media fora**

In the absence of mechanisms for public input into the legislative process, NGOs and civic groups have a limited involvement in policy formulation and almost no input into the legislative process. NGOs and civic groups are increasingly interested in engaging in dialogue and debate with government institutions. The program will attempt to meet this need through two inter-related approaches. On the one hand, local initiatives around advocacy will be strengthened by supporting NGOs and civic groups to use the media and the new parliamentary fora as platforms for representing the interest of their constituencies to Parliament. This will be measured by the indicators, "*Number of media reports covering NGO and Civic groups public advocacy*" and "*Number of times NGOs and Civic Groups participate in new parliamentary fora*". On the other hand, the program will be developing advocacy capacity as part of the organizational strengthening activities undertaken under Strategic Objective #1 for target NGOs to be responsive to the needs of their constituents. It is envisaged that NGOs supported under Strategic Objective #1 will develop the capability to take an active role in the formulation of Government policies and programs in local, regional and national fora, as measured by the indicator, "*Number of times project supported NGOs report participation in, and contribution to, legislative and policy formulation*".

**1: Data for SO1: Baseline and Expected Results**  
**Strategic Objective 1: Improved Performance and Education/Training Opportunities for Historically Disadvantaged Namibians**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
Number of Namibian classrooms implementing new grade 1-4 curriculum in core subjects	Definition: Grade 1-4 classrooms in which new curriculum materials are in place and teachers have been trained in the use of the materials *  Unit: # of classrooms	1995	0	1 000	2 000	3 000	4 000	5 000
Higher learner outcomes achieved in target schools	Definition: To be established  Unit: % of male and female learners	1996	33%	33%	36%	42%	50%	50%
Improved workplace performance of USAID trained men and women	Definition: To be established  Unit: # men and women (Cumulative)	To be established						
Number of historically disadvantaged men and women successfully completing USAID supported training	Definition: Completion of internship or degree/diploma training at a accredited institutions  Unit: # men and women trained (Cumulative)	1995	♂ = 13 ♀ = 4	♂ = 26 ♀ = 12	♂ = 42 ♀ = 24	♂ = 135 ♀ = 75	♂ = 206 ♀ = 134	♂ = 308 ♀ = 272
Number of participatory non-formal education and training programs implemented by target NGOs	Definition: Non-formal Education and Training programs which fully involve and incorporate NGO participation, concepts, input and feedback  Unit: # programs by target NGOs	1993	0	15	30	45	50	55

ative Comments/Notes: \*Total number of Classrooms in Grades 1 - 4 is 7 000

**e 2: Data for SO1: Baseline and Expected Results**

**Strategic Objective 1: Improved Performance and Education/Training Opportunities for Historically Disadvantaged Namibians**

**Intermediate Result 1.1: Improved delivery of technical and managerial training to historically disadvantaged Namibians in target organizations**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'ed	Exp'ed	Exp'ed	Exp'ed	Exp'ed
1: Number of candidates nominated for USAID training programs by target organizations	Definition: Private companies and Ministries complete formal nomination process for each candidate*  Unit: # nominations each year		33	150	160	170	180	190
2: Number of target organizations that have and use staff development plans that support enhanced roles for historically disadvantaged Namibians	Definition: The existence of HRD plans and the extent to which they support the enhanced role of historically disadvantaged Namibians, measured annually  Unit: # of organizations	1995	0	3	4	6	8	9
Qualitative Comments/Notes: *This requires commitment from the Ministry or private sector company to a training plan for the career advancement of the candidate								

e 3: **Data for SO1: Baseline and Expected Results**

Strategic Objective 1:

**Improved Performance and Education/Training Opportunities for Historically Disadvantaged Namibians**

Intermediate Result 1.2:

**Improved delivery of non-formal education and training services to adult historically disadvantaged Namibians by NGOs**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
.1: Number of target male and female trainers delivering participatory non-formal education and training services to historically disadvantaged Namibians	Definition: NGO trainers that have been trained by USAID projects that deliver Non-formal Education and Training  Unit: # male and female trainers (Cumulative)	1993	0	32	60	90		
.2: Number of NGOs meeting established sustainability criteria	Definition: Sustainable NGO will have 1) financial systems that track funds and monitor progress, 2) staff trained in urgent program planning, monitoring and evaluation; and program evaluation procedure as established by READ project  Unit: # NGOs (Cumulative)	1993	0	10	12	35		

Narrative Comments/Notes:

**Table 4: Data for SO1: Baseline and Expected Results**

**Strategic Objective 1: Improved Performance and Education/Training Opportunities for Historically Disadvantaged Namibians**

**Intermediate Result 1.3: Improved delivery of quality primary education to Namibian learners in target schools**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
3.1: Number of male and female teachers in the most disadvantaged schools implementing learner-centered training methodologies <sup>1*</sup>	Definition: Teachers are using new methods of teaching and continuous assessment  Unit: # male and female teachers (Cumulative)	1995	0	100	300	700	1100	1500
3.2: Percentage of target schools implementing new grade 1-4 curriculum in core subjects	Definition: Number of schools out of the total of 500 most disadvantaged schools where new curriculum materials are in place and in use  Unit: % of target schools	1995	0	0	20%	40%	60%	80%

Descriptive Comments/Notes: <sup>1\*</sup> It is anticipated that at least 50% of these teachers are women.

5: **Data for SO1: Baseline and Expected Results**

**Strategic Objective 1: Improved Performance and Education/Training Opportunities for Historically Disadvantaged Namibians**

**Intermediate Result 1.4: Improved delivery of a unified national curriculum for grades 1-4**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
1: Number of syllabi developed for grades 1-4	Definition: Camera ready copies of syllabi approved by MBEC for use in schools  Unit: # of approved syllabi for each grade	1995	4	8	12	16	16	16
2: Number of curriculum assessment protocols / instruments developed for Grade 1-4	Definition: Continuous assessment manuals and components of each syllabus approved by Continuous Assessment Task Force  Unit: #	1995	5	9	13	17	17	17
3: Development of a management plan for the Ministry of Education's materials development unit	Definition: A policy manual approved by NIED Management Committee for the Materials Development Unit  Unit: Policy Manual approved: Yes/No	1995	N	N	N	Y	Y	Y
ative Comments/Notes:								

**Table 6: Data for SO2: Baseline and Expected Results**

**Strategic Objective 2: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'ed	Exp'ed	Exp'ed	Exp'ed	Exp'ed
Community income (Gross) from program supported natural resource management activities	Definition: Financial or substantive benefits distributed to communities. This includes income from all sources i.e. salaries, conservancy, meat from trophy hunting.  Unit: N\$ or equivalent	1993	0	350,000	550,000	700,000	900,000	900,000
Number of male and female households in target areas economically benefiting from program supported natural resource management activities	Definition: Households receiving income (or substantive benefits)  Unit: # of male/female households	1993	0	1250	1500	1750	2000	2000
Hectares of communal land under local management	Definition: Area / resource under local community control  Unit: # Ha	1993	0	10,000	16,000	35,000	40,000	40,000
Number of natural resource management structures created	Definition: Legal entity/groups established through official procedures and registered with Ministry  Unit: # entities (cumulative)	1993	0	4	10	18	27	30

Additional Comments/Notes: Includes conservancies, community based tourism, and other resource based (i.e. grass thatching) business enterprises

e 7: **Data for SO2: Baseline and Expected Results**

**Strategic Objective 2: Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources**

**Intermediate Result 2.1: Improved policy and legislative environment for local control of natural resources in communal areas**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
.1: Number of Namibian men and women participating in local management structures	<p>Definition: Community based management bodies</p> <p>Unit: # men and women (cumulative)</p>	1993	0	♂ = 200 ♀ = 90	♂ = 200 ♀ = 110	♂ = 300 ♀ = 160	♂ = 350 ♀ = 200	♂ = 350 ♀ = 200
.2: Number of Namibian organizations strengthened to provide information on natural resource management and environmental issues	<p>Definition: NGOs / Community Groups and Institutions able to provide CBNRM + EE information</p> <p>Unit: # organizations (cumulative)</p>	1993	0	2	3	4	5	Total of 5
.3: Number of regional visits and information exchanges by community based organizations, NGOs and key government officials facilitated by USAID supported programs on environmental issues facing Namibia	<p>Definition: Field trips, study tours, exchange visits within the southern African region and nationally</p> <p>Unit: # visits / exchanges (cumulative)</p>	1993	0	15	10	10	3	Total of 30

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results					
		Year	Value	1996	1997	1998	1999	2000	
				Exp'ed	Exp'ed	Exp'ed	Exp'ed	Exp'ed	
1.4: National policies, legislation and regulations adopted that promote environmentally sustainable resource management practices	Definition: Conservancy legislation, policy on parks and neighbors, community based tourism policy and CBNRM policy  Unit: # policies/legislation	1993	0	Conservancy Legislation and policy					Enabling environment for CBNRM
rrative Comments/Notes:									

**8: Data for SO2: Baseline and Expected Results**

**Strategic Objective 2: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources**

**Intermediate Result 2.2: Strengthened community-based natural resource management activities in target communities**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'ed	Exp'ed	Exp'ed	Exp'ed	Exp'ed
: Number of project supported CBNRM models that produce positive net economic benefits to resource users in target areas	Definition: Activities initiated and run by communities  Unit: # enterprises	1993	0	9	13	17	20	20
tive Comments/Notes: Actions include setting regulations, allotting benefits and working with outside groups								

**Annex 9: Data for SO3: Baseline and Expected Results**  
**Strategic Objective 3: Increased Accountability of Parliament to All Namibian Citizens**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups	Definition: Established criteria Unit: Y/N	1995	0 of 5	2 of 5	3 of 5	4 of 5	5 of 5	5 of 5
Number of public hearings, including committee hearings, held with citizen participation	Definition: # of hearings that facilitate citizen input* Unit: # of hearings	1995	0	5	7	10	15	25
Number of media reports reflecting interaction of parliamentarians and staff with the press on concerns generated by different citizen groups	Definition: Press reports on different citizen group concerns based on direct comments by or interviews with Parliamentarians and staff Unit: Total # of print and electronic media reports	1996	TO BE ESTABLISHED					
Number of open, public debates by party candidates in national and regional election campaigns	Definition: Debates involving two or more candidates responding to questions Unit: #	1994 elections	2	N/A	N/A	5	10	N/A
Qualitative Comments/Notes: First hearings expected to be held in 1996								

e 10: **Data for SO3: Baseline and Expected Results**

**Strategic Objective 3: Increased Accountability of Parliament to All Namibian Citizens**

**Intermediate Result 3.1: Increased opportunities for citizen participation in the legislative process**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
1: The adoption of parliamentary procedures that facilitate citizen input	Definition: A procedure or rule which facilitates citizen inputs into deliberations of both Houses  Unit: Y/N	1995	No	Yes	Yes	Yes	Yes	Yes
2: Number of standing and ad hoc committees created that facilitate citizen input or hold public hearings	Definition: # of committees involving Parliamentarians that facilitate citizen input  Unit: # of committees created	1995	0	3	5	7	10	15
3: Number of visits from parliamentarians to constituencies	Definition: Number of visits by parliamentarians to conduct open meetings, town meetings or debates in different constituencies*  Unit: # of visits	1995	To be established					

ative Comments/Notes: Total number of administrative regions in Namibia is 13

le 11: Data for SO3: Baseline and Expected Results

Strategic Objective 3: Increased Accountability of Parliament to All Namibian Citizens

Intermediate Result 3.2: Enhanced skills of parliamentarians as legislators and representatives of citizens

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
2.1: The % of weekly press briefings meeting established criteria for including concerns of citizens	Definition: Established criteria* Unit: %	1995	0%	25%	50%	75%	100%	100%
2.2: The number of times public and media use the Parliamentary information office	Definition: Requests by phone, letter or visit Unit: Total # of requests	1995	0%	Office established	Estimated 10% growth per year			

ative Comments/Notes: \* Parliament conducts weekly press briefings in which (1) parliamentarians and staff conduct Questions and Answers sessions; and (2) parliamentarians and staff address topical citizen generated issues

e 12: **Data for SO3: Baseline and Expected Results**

**Strategic Objective 3: Increased Accountability of Parliament to All Namibian Citizens**

**Intermediate Result 3.3: Increased public advocacy by NGOs and Civic Groups in local, regional, national and/or media fora**

Performance Indicator	Precise Definition of Indicator and Unit of Measurement	Baseline Data		Expected Results				
		Year	Value	1996	1997	1998	1999	2000
				Exp'd	Exp'd	Exp'd	Exp'd	Exp'd
1: Number of media reports covering NGO and Civic groups public advocacy	Definition: Press reports covering NGO / Civic Group activities, statements, actions and reports in support of different citizen group concerns  Unit: # of print and electronic reports	1996	To be established					
2: Number of times NGOs and Civic Groups participate in new parliamentary fora	Definition: Groups attend to lead discussions  Unit: # of times	1993	0	5	10	15	20	25

e 13: Performance Monitoring Plan

Strategic Objective #1: Improved performance and education/training opportunities for historically disadvantaged Namibians

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of Namibian classrooms implementing new grade 1-4 curriculum in core subjects	<p>Definition: Grade 1-4 classrooms in which new curriculum materials are in place and teachers have been trained in the use of the materials</p> <p>Unit: # of classrooms</p>	<ul style="list-style-type: none"> <li>• MBEC/EMIS</li> <li>• BES project reports</li> </ul>	<ul style="list-style-type: none"> <li>• MBEC 15 day censurs</li> <li>• Classroom Observations</li> </ul>	<ul style="list-style-type: none"> <li>• BES project officers</li> </ul>	Existing	Annual	Annual
Higher learner outcomes achieved in target schools	<p>Definition: To be established</p> <p>Unit: % of male and female learners</p>	<ul style="list-style-type: none"> <li>• BES project reports</li> <li>• IIR sample survey</li> </ul>	<ul style="list-style-type: none"> <li>• Sample Survey</li> <li>• Classroom Observations</li> </ul>	<ul style="list-style-type: none"> <li>• BES project officers</li> </ul>	New, 1996	Annual	Annual
Improved workplace performance of USAID trained men and women	<p>Definition: To be established</p> <p>Unit: # men and women (Cumulative)</p>	<ul style="list-style-type: none"> <li>• READ project data</li> <li>• BES project reports</li> <li>• ATLAS project reports</li> <li>• HRDA project reports</li> <li>• Life project reports</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace survey</li> <li>• Situation Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Training officers</li> <li>• READ/LIFE project officers</li> <li>• BES project officers</li> </ul>	Existing 1992	Annual	Annual
Number of historically disadvantaged men and women successfully completing USAID supported training	<p>Definition: Completion of internship or degree/diploma training at a accredited institutions</p> <p>Unit: # men and women trained</p>	<ul style="list-style-type: none"> <li>• READ project data</li> <li>• BES project reports</li> <li>• ATLAS project reports</li> <li>• HRDA project reports</li> <li>• Life project reports</li> </ul>	<ul style="list-style-type: none"> <li>• Direct count</li> <li>• Exit interviews</li> </ul>	<ul style="list-style-type: none"> <li>• READ, ATLAS, HRDA and LIFE project officers</li> </ul>	Existing 1993	Annual	Annual

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of participatory non-formal education and training programs implemented by target NGOs	Definition: Non-formal Education and Training programs which fully involve and incorporate NGO participation, concepts, input and feedback  Unit: # programs by target NGOs	<ul style="list-style-type: none"> <li>• READ project data</li> <li>• LIFE project data</li> </ul>	<ul style="list-style-type: none"> <li>• NGO survey</li> <li>- Site visits</li> <li>- Non-formal education and training program analysis</li> </ul>	<ul style="list-style-type: none"> <li>• READ/LIFE project officers</li> </ul>	Existing 1993	Bi-annual	Annual

e Comments / Notes: Core Subjects  
 Target Schools  
 Criteria for Improved Performance

14: **Performance Monitoring Plan**

**Strategic Objective #1: Improved performance and education/training opportunities for historically disadvantaged Namibians**

**Intermediate Result 1.1: Improved delivery of technical and managerial training to historically disadvantaged Namibians in target organizations**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of candidates nominated for USAID training programs by target organizations	<p>Definition: Private companies and Ministries complete formal nomination process</p> <p>Unit: # nominations each year</p>	<ul style="list-style-type: none"> <li>• READ project data</li> <li>• ATLAS project data</li> <li>• HRDA project data</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of Applications</li> </ul>	<ul style="list-style-type: none"> <li>• Project Officers</li> </ul>	Existing 1992	Annual	Annual
Number of target organizations that have and use staff development plans that support enhanced roles for historically disadvantaged Namibians	<p>Definition: The existence of HRD plans and the extent to which they support the enhanced role of historically disadvantaged Namibians, measured annually</p> <p>Unit: # of organizations</p>	<ul style="list-style-type: none"> <li>• READ &amp; LIFE project data</li> <li>• ATLAS</li> <li>• HRD</li> </ul>	<ul style="list-style-type: none"> <li>• Survey</li> <li>• Situation Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Project Officers</li> </ul>	Existing 1992	Annual	Annual

ve Comments / Notes: Institutions include Ministries, Private Sector companies and parastatals

## Performance Monitoring Plan

Strategic Objective #1:

Improved performance and education/training opportunities for historically disadvantaged Namibians

Intermediate Result 1.2:

Improved delivery of non-formal education and training services to adult historically disadvantaged Namibians by NGOs

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of target male and female trainers delivering participatory non-formal education and training services to historically disadvantaged Namibians	<p>Definition: NGO trainers that have been trained by USAID projects that deliver Non-formal Education and Training</p> <p>Unit: # male and female trainers (Cumulative)</p>	<ul style="list-style-type: none"> <li>• READ, LIFE project data</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Counting</li> <li>• NGO Survey</li> <li>• Training Assessments</li> <li>• Site visits</li> </ul>	<ul style="list-style-type: none"> <li>• READ and</li> <li>• LIFE project officers</li> </ul>	Existing 1993	Bi-annual	Annual
Number of NGOs meeting established sustainability criteria	<p>Definition: Sustainable NGO will have 1) financial systems that track funds and monitor progress, 2) staff trained in urgent program planning, monitoring and evaluation; and program evaluation procedure as established by READ project</p> <p>Unit: # NGOs (Cumulative)</p>	<ul style="list-style-type: none"> <li>• READ, LIFE project data</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Counting</li> <li>• NGO Survey</li> <li>• NGO consultations</li> <li>• Site visits</li> </ul>	<ul style="list-style-type: none"> <li>• READ and</li> <li>• LIFE project officers</li> </ul>	Existing 1993	Bi-annual	Annual

Comments / Notes:

## 6: Performance Monitoring Plan

Strategic Objective #1: Improved performance and education/training opportunities for historically disadvantaged Namibians

Intermediate Result 1.3: Improved delivery of quality primary education to Namibian learners in target schools

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of male and female teachers in the most disadvantaged schools implementing learner-centered training methodologies	<p>Definition: Teachers are using new methods of teaching and continuous assessment</p> <p>Unit: # male and female teachers (Cumulative)</p>	<ul style="list-style-type: none"> <li>PCV journals, monthly monitoring, meeting reports</li> <li>BES project data reports</li> <li>MBEC teacher records</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> <li>Situation analysis</li> <li>Classroom Observations</li> </ul>	• BES project officers	Existing 1994	Annual	Annual
Percentage of target schools implementing new grade 1-4 curriculum in core subjects	<p>Definition: Number of schools out of the total of 500 most disadvantaged schools where new curriculum materials are in place and in use</p> <p>Unit: % of target schools</p>	<ul style="list-style-type: none"> <li>PCV journals, monthly monitoring, meeting reports</li> <li>BES project data reports</li> </ul>	<ul style="list-style-type: none"> <li>Cluster survey</li> <li>Classroom Observations</li> </ul>	• BES project officers	New, 1996	Annual	Annual

Comments / Notes:

Core subjects for 1996 Grade 1 are: School Readiness, English, Math, Environmental Studies and Mother Tongue Language. Grades 2, 3 & 4 will be clarified in subsequent years 1997, 1998, 1999.

**7: Performance Monitoring Plan**

**Strategic Objective #1: Improved performance and education/training opportunities for historically disadvantaged Namibians**

**Intermediate Result 1.4: Improved delivery of a unified national curriculum for grades 1-4**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of syllabi developed for grades 1-4	<p>Definition: Camera ready copies of syllabi approved by MBEC for use in schools</p> <p>Unit: # of approved syllabi for each grade</p>	<ul style="list-style-type: none"> <li>BES project monitoring</li> <li>IIR &amp; MBEC reports</li> </ul>	<ul style="list-style-type: none"> <li>IIR &amp; MBEC surveys</li> </ul>	<ul style="list-style-type: none"> <li>BES project officers</li> </ul>	New, 1996	Annual	Annual
Number of curriculum assessment protocols / instruments developed for grade 1-4	<p>Definition: Continuous assessment manuals and components of each syllabus approved by Continuous Assessment Task Force</p> <p>Unit: #</p>	<ul style="list-style-type: none"> <li>BES project monitoring</li> <li>IIR &amp; MBEC reports</li> </ul>	<ul style="list-style-type: none"> <li>IIR &amp; MBEC surveys</li> </ul>	<ul style="list-style-type: none"> <li>BES project officers</li> </ul>	New, 1996	Annual	Annual
Development of a management plan for the Ministry of Basic Education's materials development unit	<p>Definition: A policy manual approved by NIED Management Committee for the Materials Development Unit</p> <p>Unit: Policy Manual approved: Yes/No</p>	<ul style="list-style-type: none"> <li>BES project monitoring</li> <li>IIR &amp; MBEC reports</li> </ul>	<ul style="list-style-type: none"> <li>IIR &amp; MBEC surveys</li> </ul>	<ul style="list-style-type: none"> <li>BES project officers</li> </ul>	New, 1996	Annual	Annual

re Comments / Notes:

**8: Performance Monitoring Plan**

**Strategic Objective #2: Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Community income (Gross) from program supported natural resource management activities	Definition: Financial or substantive benefits distributed to communities*  Unit: N\$ or equivalent	<ul style="list-style-type: none"> <li>• SSD-UNAM</li> <li>• LIFE M&amp;E documents</li> </ul>	<ul style="list-style-type: none"> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• LIFE project officer</li> </ul>	Existing 1993	Twice per year	Once per year
Number of male and female households in target areas economically benefiting from program supported natural resource management activities	Definition: Households receiving income (or substantive benefits)  Unit: # of male/female households	<ul style="list-style-type: none"> <li>• SSD-UNAM</li> <li>• LIFE M&amp;E documents</li> </ul>	<ul style="list-style-type: none"> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• LIFE project officers</li> </ul>	New; from 1995	Once per year	Once per year
Hectares of communal land under local management	Definition: Area / resource under local community control  Unit: # Ha	<ul style="list-style-type: none"> <li>• LIFE Project reports</li> <li>• MET</li> </ul>	<ul style="list-style-type: none"> <li>• Site-Visit Reports</li> </ul>	<ul style="list-style-type: none"> <li>• LIFE project officers</li> </ul>	New; 1995	Once per year	Once per year
Number of natural resource management structures created	Definition: Legal entity/groups established through official procedures and registered with Ministry  Unit: # entities (cumulative)	<ul style="list-style-type: none"> <li>• LIFE M&amp;E documents</li> <li>• MET</li> </ul>	<ul style="list-style-type: none"> <li>• Site-Visit Reports</li> </ul>	<ul style="list-style-type: none"> <li>• LIFE project officers</li> </ul>	New, twice per year 1995	Once per year	Once per year

ve Comments / Notes: This includes income from all sources i.e. salaries, conservancy, meat from trophy hunting

**Performance Monitoring Plan**

**Strategic Objective #2: Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources**

**Intermediate Result 2.1: Improved policy and legislative environment for local control of natural resources in communal areas**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of Namibian men and women participating in local management structures	Definition: Community based management bodies  Unit: # men and women (cumulative)	<ul style="list-style-type: none"> <li>LIFE M&amp;E documents</li> <li>Africare</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>LIFE project officers</li> </ul>	Existing 1995	Once per year	Once per year
Number of Namibian organizations strengthened to provide information on natural resource management and environmental issues	Definition: NGOs / Community Groups and Institutions able to provide CBNRM + EE information  Unit: # organizations (cumulative)	<ul style="list-style-type: none"> <li>MET</li> <li>LIFE Project reports</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>LIFE project officer</li> </ul>	Existing 1995	Once per year	Once per year
Number of regional visits and information exchanges by community based organizations, NGOs and key government officials facilitated by USAID supported programs on environmental issues facing Namibia	Definition: Field trips, study tours, exchange visits within the southern African region and nationally  Unit: # visits / exchanges (cumulative)	<ul style="list-style-type: none"> <li>LIFE Project reports</li> <li>MET</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>LIFE project officers</li> </ul>	Existing 1993	Once per year	Once per year
National policies, legislation and regulations adopted that promote environmentally sustainable resource management practices	Definition: Conservancy legislation, policy on parks and neighbors, community based tourism policy and CBNRM policy  Unit: # policies/legislation	<ul style="list-style-type: none"> <li>LIFE M&amp;E documents</li> <li>WWF; READ Project Reports; Cabinet reports; MET</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> </ul>	<ul style="list-style-type: none"> <li>LIFE project officers</li> <li>READ project officers</li> </ul>	Existing 1993	Once per year	Once per year

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
ve Comments / Notes:							

Performance Monitoring Plan

Strategic Objective #2: Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources

Intermediate Result 2.2: Strengthened community-based natural resource management activities in target communities

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of project supported CBNRM models that produce positive net economic benefits to resource users in target areas	Definition: Activities initiated and run by communities  Unit: # enterprises	<ul style="list-style-type: none"> <li>LIFE M&amp;E documents</li> </ul>	<ul style="list-style-type: none"> <li>SAPIRS</li> </ul>	<ul style="list-style-type: none"> <li>LIFE project officers</li> </ul>	New; twice per year	Once per year	Once per year

Comments / Notes:

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Strategic Objective #3: Increased accountability of Parliament to all Namibian citizens

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups	Definition: Established criteria Unit: Y/N	<ul style="list-style-type: none"> <li>Debates of the National Assembly and National Council</li> <li>Policy monitoring by NDI</li> <li>LAC reports</li> <li>Parliamentary Office</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at Parliament</li> <li>Review of Records and Reports</li> <li>Interviews of Parliamentarians and Staff</li> </ul>	<ul style="list-style-type: none"> <li>SAPO</li> <li>D/G Assistant</li> </ul>	New, 1996	6 months	Annual
Number of public hearings, including committee hearings, held with citizen participation	Definition: # of hearings that facilitate citizen input Unit: # of hearings	<ul style="list-style-type: none"> <li>NDI Project reports</li> <li>Parliamentary Reports</li> <li>Committee reports and minutes</li> <li>Government Gazettes</li> </ul>	<ul style="list-style-type: none"> <li>Review documentation</li> </ul>	<ul style="list-style-type: none"> <li>SAPO</li> <li>D/G Assistant</li> </ul>	New, 1996	6 months	Annual
Number of media reports reflecting interaction of parliamentarians and staff with the press on concerns generated by different citizen groups	Definition: Press reports on different citizen group concerns based on direct comments by or interviews with Parliamentarians and staff Unit: Total # of print and electronic media reports	<ul style="list-style-type: none"> <li>NDI Media Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Daily review of electronic &amp; print media</li> </ul>	<ul style="list-style-type: none"> <li>SAPO</li> <li>D/G Assistant</li> </ul>	New, 1996	6 months	Annual
Number of open, public debates by party candidates in national and regional election campaigns	Definition: Debates involving two or more candidates responding to questions Unit: #	<ul style="list-style-type: none"> <li>Media Analysis</li> <li>Party candidate schedules</li> </ul>	<ul style="list-style-type: none"> <li>Review of media coverage</li> <li>Monitoring and evaluation of party election activities</li> </ul>	<ul style="list-style-type: none"> <li>SAPO</li> <li>D/G Assistant</li> </ul>	1998	3 months after	<ul style="list-style-type: none"> <li>1998 regional elections</li> <li>1999 general election</li> </ul>

ve Comments / Notes: Established criteria = whether or not: Bills are amended or rejected at least once a session in response to citizen input etc. (re: draft 20 October 1995)  
Different citizen group concerns be disaggregated by: gender, disadvantaged group, economic status and regions

**Performance Monitoring Plan**

**Strategic Objective #3: Increased accountability of Parliament to all Namibian citizens**

**Intermediate Result 3.1: Increased opportunities for citizen participation in the legislative process**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
The adoption of parliamentary procedures that facilitate citizen input	Definition: A procedure or rule which facilitates citizen inputs into deliberations of both Houses  Unit: Y/N	<ul style="list-style-type: none"> <li>• Standing Rules and Orders</li> <li>• NDI Monitoring &amp; Evaluation</li> <li>• Parliamentary Office</li> <li>• Government Gazettes</li> </ul>	<ul style="list-style-type: none"> <li>• Review documentation</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	6 months	Annual
Number of standing and ad hoc committees created that facilitate citizen input or hold public hearings	Definition: # of committees involving Parliamentarians that facilitate citizen input  Unit: # of committees created*	<ul style="list-style-type: none"> <li>• NDI Project reports</li> <li>• Parliamentary Reports</li> <li>• Committee reports and minutes</li> <li>• Government Gazettes</li> </ul>	<ul style="list-style-type: none"> <li>• Review documentation</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	6 months	Annual
Number of visits from parliamentarians to constituencies	Definition: Number of visits by parliamentarians to conduct open meetings, town meetings or debates in different constituencies  Unit: # of visits	<ul style="list-style-type: none"> <li>• Media analysis</li> <li>• Questionnaires to parliamentarians</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaires</li> <li>• Review Reports</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	Annual	Annual

**Comments / Notes:** Standing Committees are permanent committees on ongoing areas of national concern. Ad hoc committees are select or special committees, found on a temporary basis, to address topical issues of concern or specific legislation

**3: Performance Monitoring Plan**

**Strategic Objective #3: Increased accountability of Parliament to all Namibian citizens**

**Intermediate Result 3.2: Enhanced skills of parliamentarians as legislators and representatives of citizens**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
The % of weekly press briefings meeting established criteria for including concerns of citizens	Definition: Established criteria* Unit: %	<ul style="list-style-type: none"> <li>• NDI Media Analysis</li> <li>• Weekly personal briefings &amp; attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Attend and report on briefings</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	6 months	Annual
The number of times public and media use the parliamentary information office	Definition: Requests by phone, letter or visit Unit: Total # of requests	<ul style="list-style-type: none"> <li>• Log book, Information Office</li> <li>• Parliamentary Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Calculate from log book</li> <li>• Review Parliamentary Reports</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	6 months	Annual

e Comments / Notes: \* Parliament conducts weekly press briefings in which (1) parliamentarians and staff conduct Questions and Answers sessions; and (2) parliamentarians and staff address topical citizen generated issues

**Performance Monitoring Plan**

**Strategic Objective #3: Increased accountability of Parliament to all Namibian citizens**

**Intermediate Result 3.3: Increased public advocacy by NGOs and Civic Groups in local, regional, national and/or media fora**

Performance Indicators	Indicator Definition and Unit of Measurement	Data Source	Method / Approach of Data Collection	Responsible Officer	Schedule / Frequency of Collection		
					Data Collection New / Existing	Data Acquisition by Mission	Analysis & Reporting
Number of media reports covering NGO and Civic groups public advocacy	<p>Definition: Press reports covering NGO / Civic Group activities, statements, actions and reports in support of different citizen group concerns</p> <p>Unit: # of print and electronic reports</p>	<ul style="list-style-type: none"> <li>• NDI Media Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Daily review of print and electronic media</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	6 months	Annual
Number of times NGOs and Civic Groups participate in new parliamentary fora	<p>Definition: Groups attend to lead discussions</p> <p>Unit: # of times</p>	<ul style="list-style-type: none"> <li>• NDI Project Reports</li> <li>• NGOs and CG Reports</li> <li>• Press releases</li> <li>• Committee reports</li> </ul>	<ul style="list-style-type: none"> <li>• Review reports</li> <li>• Survey's of NGOs and CGs</li> <li>• Review Parliamentary data</li> </ul>	<ul style="list-style-type: none"> <li>• SAPO</li> <li>• D/G Assistant</li> </ul>	New, 1996	6 months	Annual

Comments / Notes: This information will be disaggregated to look specifically at various groups