

Compact Between the Governments of the Republic of Namibia and the United States



Post Compact Monitoring and Evaluation Plan

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Preamble

This Post Compact Monitoring and Evaluation (M&E) Plan is required per Millennium Challenge Corporation's (MCC's) Policy on Monitoring and Evaluation of Compacts and Threshold Programs ("M&E Policy") of 1 May 2012. As stated in the M&E Policy, "[i]n conjunction with the Program Closure Plan, MCC and MCA will develop a Post Compact monitoring and evaluation plan designed to observe the persistence of benefits created under the Compact. This plan should describe future monitoring and evaluation activities, identify the individuals and organizations that would undertake these activities, and provide a budget framework for future monitoring and evaluation which would draw upon both MCC and country resources."

The Post Compact M&E Plan serves as a guide for monitoring post-Compact sustainability of the MCC investment. The Post Compact M&E Plan may be modified or amended based on the agreement between Namibia's designated representative, i.e., the National Planning Commission in the Office of the President, and MCC.

Abbreviations

ASR	Annual Summary Report
CBRLM	Community-Based Rangeland and Livestock Management
CDSGF	Conservancy Development Support Grant Fund
CDSS	Conservancy Development Support Services
CoEs	former Colleges of Education, now University of Namibia campuses
COSDEC	Community Skills Development Centre
COSDEF	COSDEC Foundation
CPD	Continuous Professional Development
CLB	Communal Land Board
CLS	Communal Land Support
CS	Conservancy Support
DNEA	Directorate of National Examinations and Assessments, Ministry of Education
DoT	Directorate of Tourism and Gaming, Ministry of Environment and Tourism
DVS	Directorate of Veterinary Services, Ministry of Agriculture, Water and Forestry
EMIS	Education Management Information System
ENP	Etosha National Park
ERR	Economic Rate of Return
ESA	Environment and Social Assessment
GA	Grazing Area
GIS	Geographic Information System
GRN	Government of the Republic of Namibia
HAMU	HIV/AIDS Management Unit, Ministry of Education
INP	Indigenous Natural Product
INP-IF	INP Innovation Fund
IP	Implementing Partner
IPA	Implementing Partner Agreement
IPTT	Indigenous Plants Task Team
ITT	Indicator Tracking Table
JV	Joint Venture
LMEF	Livestock Market Efficiency Fund

M&E	Monitoring and Evaluation
MAWF	Ministry of Agriculture, Water and Forestry
MCA-N	Millennium Challenge Account Namibia
MCC	Millennium Challenge Corporation
MET	Ministry of Environment and Tourism
MIS	Management Information System
MLR	Ministry of Lands and Resettlement
MoE	Ministry of Education
MRLGHRD	Ministry of Regional and Local Government, Housing and Rural Development
NACSO	Namibia Association of Community-Based Natural Resource Management (CBNRM) Support Organizations
NA	North American
NADM	North America Destination Marketing
NamLITS	Namibia Livestock Identification and Traceability System
NCA's	Northern Communal Areas
NCHE	National Council for Higher Education
NDP	National Development Plan
NGO	Non-Governmental Organisation
NHIES	Namibia Household Income and Expenditure Survey
NLFS	Namibia Labour Force Survey
NSA	Namibia Statistics Agency
NSFAF	National Student Financial Assistance Fund
NTA	Namibia Training Authority
NTB	Namibia Tourism Board
NTF	National Training Fund
O/M/As	GRN Offices/Ministries/Agencies
OPM	Office of the Prime Minister
PIA	Programme Implementation Agreement
PoN	Polytechnic of Namibia
PPO	Producer and Processor Organisations
Q-Camps	Quarantine Camps
RIAs	Rangeland Intervention Areas

RSRC	Regional Study and Resource Centre
SCMU	Supply Chain Management Unit, Ministry of Education
SME	Small and Medium Enterprise
SVO	State Veterinary Office
TA	Traditional Authority
TEIs	Tertiary Education Institutions
UNAM	University of Namibia
VTC	Vocational Training Centre
VTP	Vocational Training Provider
WASH	Water and Sanitation Health

1. Overview

The Government of the Republic of Namibia (GRN) is committed to delivering on the promises made to the nation in the Compact signed between the governments of Namibia and the United States in June 2008. As such, measuring and tracking achievements and the impact that the Compact (also referred to as “the Programme”) is having on beneficiaries is of great importance, not only during implementation (from September 2009 to September 2014) but also after the 5-year Compact has come to an end. Therefore, this Post Compact M&E Plan picks up on where the last version of the during-Compact M&E Plan left off, with modifications to the monitoring indicators, reporting requirements, updates to the evaluation plan, and new roles and responsibilities for post-Compact M&E activities.

The Post Compact M&E Plan has been developed by Millennium Challenge Account Namibia (MCA-N) (the Compact’s implementing entity) and GRN’s designated representative, the National Planning Commission (NPC)¹, to serve as a tool to plan and manage the process of post-Compact monitoring, evaluating, and reporting progress towards achieving and sustaining Namibia’s Compact results. It is managed by NPC’s M&E unit and used in conjunction with other reporting and management tools.

The Post Compact M&E Plan serves the following functions:

- Explains in detail what will be a) monitored for the various Projects and their Activities and Sub-Activities to determine whether they are/remain on track to achieving their intended results and b) evaluated to estimate the impact and determine the cost-effectiveness and sustainability of projects and activities, and the approach of each evaluation.
- Includes all indicators that must be reported to Millennium Challenge Corporation (MCC) and other stakeholders. The Indicator Documentation Table in Annex 1 provides a detailed definition of each indicator, unit of measurement, source of data, responsible entity, and frequency of reporting.
- Serves as a guide for GRN programme implementation and management post-Compact and a communication tool that allows GRN and national and international stakeholders to understand the Compact’s objectives, the targets the Programme was set to achieve, and progress made towards those objectives and targets.
- Provides data and information to support decisions about post-Compact programming.
- Provides an example that NPC may draw upon in drafting the national M&E framework.

The Post Compact M&E Plan is considered a binding document. It may be modified or amended as necessary only with the agreement of both GRN and MCC.

¹ In accordance with MCA-N’s Board- and MCC-approved Compact Closure Plan, NPC’s M&E unit is responsible for ongoing monitoring and evaluation of the Namibia Compact.

2. Summary of Programme, Projects, and Objectives

2.1 Description of Compact

The primary goal of the Compact, which was designed to be responsive to GRN's requests made in line with the country's development priorities and to MCC's guidelines, was² to reduce poverty in Namibia through economic growth, focusing on three key sectors that made up three Projects: Education, Tourism, and Agriculture. The three Project-level objectives were as follows:

1. **Education Project:** To alleviate workforce quality constraints to private sector-led growth by enhancing the equity and effectiveness of basic, vocational, and tertiary education.
2. **Tourism Project:** To grow the Namibian tourism industry by improving tourism management and increasing awareness of Namibia as a tourist destination.
3. **Agriculture Project:** To improve rural livelihoods by enhancing the sustainable use of resources (the rangeland, livestock, and indigenous natural products) and increasing land tenure security.

The Projects and their related Activities and Sub-Activities are described below. In addition, the Programme Logic in section 2.2 provides a high-level graphical depiction of the expected chain of events for each Activity while the map in Annex 5 portrays the geographic locations of MCA-N's interventions across the country. All the Projects and their Activities and Sub-Activities were carried out in partnership with the relevant GRN Offices/Ministries/Agencies (O/M/As) and State-Owned Enterprises, as guided by Implementing Partner Agreements (IPAs) that MCA-N entered into with each.

The **Education Project** was aimed at improving the quality of education and training and access for under-served groups, enhancing the quality of the country's labour force and increasing employment opportunities for young people. The Activities and Sub-Activities of this project were:

1. Activity 1: Improving the quality of general education
 - a. *Sub-Activity: Construction and/or rehabilitation of 47 schools* – This Sub-Activity involved the construction, rehabilitation, and/or equipping of facilities at up to 47 schools located across the country. The goal of the intervention was to improve the learning and teaching environment and maximize the ability of learners to develop academically and thus perform at a higher level – ultimately enhancing their chances in life as they pursue further education/training and become contributing citizens.

² Though this document was finalized before the end of the Compact (within a month or so ahead of the Compact End Date), past tense is used when referring to the Compact, given that most Compact activities have effectively come to a close and the document will largely be read after the Compact has officially ended.

- b. *Sub-Activity: Policy, operational and administrative support to the education sector, including but not limited to Continuing Professional Development (CPD)³, through which some support was provided that cut across the education sector (e.g., HIV/AIDS training) or that encompassed one or more Education Project sub-activities (e.g., facilities management training and textbook management training)* – Through this Sub-Activity, support was provided to the CPD unit of the University of Namibia (UNAM) to upgrade educators’ skills and competencies. The main goal was to improve teaching effectiveness and learner performance. Also, technical support for improving the national standardized testing system, as well as facilities management and Water and Sanitation Health (WASH) activities, was provided.
 - c. *Sub-Activity: Equipment for Colleges of Education (CoEs)⁴* – This Sub-Activity involved the provision of science and Information, Communication and Technology (ICT) equipment to UNAM’s CoEs. The action was aimed at facilitating higher student achievement in the related subjects, hopefully leading to improved outcomes not only in learning but also in later teaching.
2. Activity 2: Expanding vocational and skills training
- a. *Sub-Activity: Technical assistance to establish a National Training Fund (NTF)* – MCA-N’s intervention under this Sub-Activity supported the Namibia Training Authority (NTA) in the creation and operationalization of a levy collection system to fund high priority vocational education and skills training.
 - b. *Sub-Activity: Construction and upgrading of 9 Community Skills and Development Centres (COSDECs), donation of 2 COSDEC mobile units, and training of Community Skills Development Foundation (COSDEF) Management Support Unit staff* – MCA-N assisted in the construction of 4 new and upgrading of 5 COSDECs that already existed at the time as well as the construction of an Arts and Crafts Centre. In addition, COSDEC and Foundation leadership received support in strategic planning, budgeting, finance, community skills assessment and performance management, all of which were aimed at helping ensure that COSDECs and the training that they offer are more responsive to the needs of their communities and of the local and national economy.
 - c. *Sub-Activity: Competitive grants for high-priority vocational training programmes* – Until the NTF levy was operational, MCA-N financed training in high-demand skill areas. Like the rest of the Sub-Activities under the Expanding Vocational and Skills Training Activity, this action was aimed at expanding the

³ Through the relatively new, semi-autonomous structure of Continuous Professional Development (CPD), the Education Project helped facilitate the development and delivery of specific training programs for teachers, teacher educators, and educational managers (principals, advisory teachers, inspectors of education etc.). MCA-N had four or more CPD program activities scheduled including textbook management and utilization, HIV/AIDS teacher training, facilities maintenance, National Standardized Achievement Test deficiency training, and other training for managers in a decentralized environment.

⁴ The CoEs were incorporated into UNAM via a September 2009 Cabinet decision, effective 2010.

availability of high-priority skills training and related opportunities and increasing the number of people benefiting from vocational training in terms of better employment prospects and increased income.

3. Activity 3: Improving access to and management of textbooks
 - a. *Sub-Activity: Textbook baseline study* – This study was conducted to collect detailed information on textbooks and related indicators in the Namibian general education system and to ascertain the exact level of textbooks present for each Namibian school for English, Mathematics and Science. Its findings were used to inform the follow-on activities (see b. and c. below).
 - b. *Sub-Activity: Procurement and distribution of English, Mathematics, and Science textbooks* – As its name suggests, this Sub-Activity involved the purchase and supply of textbooks to schools around the country. The effort was aimed at reducing gaps in the provision of books, and increasing efficiency in textbook delivery by refining the curriculum and improving the procurement process, including the creation of the Supply Chain Management Unit (SCMU) to oversee the entire textbook process, establishing a per capita capitation allotment formula to determine yearly textbook need, ring-fencing the textbook budget, developing a textbook management information system as well as textbook usage and management processes and training.
 - c. *Sub-Activity: Textbook management policy and training (with training included under CPD)* – This Sub-Activity built the capacity of educators in how to manage and utilize learning support materials, specifically textbooks. This was aimed at helping to ensure the appropriate use of such materials for maximum learning potential.
4. Activity 4: Construction and management of Regional Study and Resource Centres (RSRCs)
 - a. *Sub-Activity: Construction of 3 RSRCs* – MCA-N constructed the first 3 of what will eventually be 13 large resource centres (one in each of Namibia's then-13, now-14, regions) that provide a wealth of documentation, information resources, training materials and programs, as well as study facilities to local residents, providing them with a nearby, well-stocked resource for advancing their knowledge. The vision is of centres that extend beyond the traditional role of public libraries and enhance efforts to develop Namibian society, including supporting civic, educational and entrepreneurial information needs.
 - b. *Sub-Activity: Technical assistance and training to RSRC staff* – This support provided guidance in developing the RSRCs into key components of a regionally administered and community focused library system. It helped implement a national Integrated Library Management System, which would digitize many aspects of library service.

5. Activity 5: Expanding and improving access to tertiary finance
 - a. This Activity involved the *provision of technical assistance to develop a strategy for expanding and improving access to tertiary finance*. This was done by providing a policy and operational framework for the effective and efficient deployment of a tertiary education finance policy and providing an implementation strategy for MCA-N-supported technical assistance to the National Council for Higher Education (NCHE) and the National Student Financial Assistance Fund (NSFAF).
6. Activity 6: Provision of cross-Project support
 - a. *Sub-Activity: HIV/AIDS management strengthening to the Ministry of Education's HIV/AIDS Management Unit (HAMU)* – This action was aimed at supporting HAMU to improve the mainstreaming, coordination capacity and effectiveness of HIV and AIDS responses in the education sector at national and regional levels.

The **Tourism Project** was aimed at improving the management and infrastructure of Etosha National Park (ENP), enhancing the marketing of Namibian tourism, and developing the capacity of communal conservancies to attract investments in ecotourism and increase their revenue. The Activities and Sub-Activities of this project were:

1. Activity 1: Improved management of and infrastructure for ENP
 - a. *Sub-Activity: Policy reform and technical assistance to support improved management of ENP* – This Sub-Activity aimed to improve the management capacity of ENP through the provision of technical assistance in support of improved management and a study of tourism carrying capacity and potential tourism investments in and around ENP.
 - b. *Sub-Activity: Infrastructure investments in management centres and staff housing* – The MCA-N Programme supported the construction of management centres and staff housing in ENP. The goal of this intervention was to improve work conditions and thus attract and retain high quality staff to apply their skills in the Park.
 - c. *Sub-Activity: Provision of road maintenance and game translocation equipment* – As its name suggests, the support provided under this Sub-Activity included the provision of road maintenance and game translocation equipment, which enabled ENP staff to improve the tourist experience not only in the Park but also in conservancies receiving game species from the Park.
2. Activity 2: Marketing Namibia as a tourist destination
 - a. *Sub-Activity: Destination marketing to the North American market* – The objective of the North America Destination Marketing (NADM) Sub-Activity was to grow the Namibian tourism industry by carrying out an innovative, trade-focused marketing campaign to increase both arrivals from the North American (NA) market and the number of NA tourism businesses that offer tours and

packages to Namibia. The support involved working closely with the Namibia Tourism Board (NTB) and industry stakeholders to develop and market itineraries that showcased tourism products and services offered by communal conservancies, joint ventures (JV), and locally developed and managed experiences throughout Namibia; build capacity among communities and JV projects to reach NA operators; and conduct a public relations and marketing campaign to increase recognition and awareness of Namibia's offerings.

- b. *Sub-Activity: Development and marketing of local and regional tourism routes* – As its name suggests, this Sub-Activity was an effort to develop local and regional tourism routes in Namibia. Its overall aim was to improve the country's offerings to international and domestic travellers and thus enhance its appeal to potential tourists, thereby increasing rural communities' prospects of improving their livelihoods through tourism enterprise.
- c. *Sub-Activity: Interactive website development* – Like the other Sub-Activities under this Activity (see a. and b. above), this Sub-Activity was aimed at increasing the number of tourist arrivals to Namibia by raising the country's profile (i.e., awareness of Namibia as a tourism destination) in target markets. The specific objective of the online marketing campaign was to assist the NTB and its staff to carry out a global online marketing plan for an initial period of two years to build awareness of the value and effectiveness of online marketing techniques. Concurrent capacity-building were aimed at helping enable NTB and industry to carry related efforts forward after the Programme ends.

3. Activity 3: Ecotourism development in conservancies

- a. *Sub-Activity: Needs assessment of conservancies* – The needs assessment (and the related update review) evaluated the needs of conservancies in terms of the training and technical assistance modules that each conservancy should receive as part of the follow-on support (see b. below). The information was gathered through a series of consultations with individual conservancies, the Ministry of the Environment and Tourism (MET), nongovernmental organizations (NGOs), and private sector tourism operators.
- b. *Sub-Activity: Technical assistance and capacity building for conservancies* – This Sub-Activity was aimed at strengthening the capacity of conservancies to protect their natural resources, attract investment, and achieve financial sustainability so that households in communal conservancies can improve their livelihoods. Based on individual conservancy needs and demands, the support provided a range of technical assistance services and grant funding to 31 target conservancies across the country. It was hoped that such assistance and funding would help mitigate existing barriers to tourism enterprise investment and contribute towards the financial sustainability of conservancies. In addition, the idea was that formerly disadvantaged Namibian communities in selected conservancies would be empowered by having their participation in

potentially lucrative tourism enterprises facilitated through grant funding (see c. below) to promote JV and other tourism enterprises.

- c. *Sub-Activity: Grant funds for conservancies for joint-venture enterprises* – The Conservancy Development Support Grant Fund (CDSGF) supported conservancies in their efforts to develop small tourism enterprises, limit human wildlife conflict, enter into JV agreements with the private sector and market their tourism product offerings, all with the goal of enabling them to capture a greater share of the revenue generated by tourism. Together these activities were aimed at increasing income and creating job opportunities, whilst preserving the natural resources that serve as the base for the tourism industry.

The **Agriculture Project** supported investments aimed at achieving a sustainable increase in the economic performance of the agricultural sector. The Activities and Sub-Activities of this project were:

1. Activity 1: Improved land access and management
 - a. *Sub-Activity: Communal land support (CLS)* – The overall objectives of the CLS Sub-Activity were (1) to empower residents and land holders at the village/local level to actively participate in the use and management of their land resources in the Northern Communal Areas (NCAs); and (2) to improve the administration and management of communal lands. The actions under this Sub-Activity included, among others, a comprehensive public awareness and outreach campaign to educate the public regarding their land rights, the streamlining of administrative procedures, a systematic verification and registration process that was to result in the formalization of land rights in the NCAs, and capacity building for Communal Land Boards (CLBs) and other land administration institutions, namely Traditional Authorities (TAs) and staff of the Ministry of Lands and Resettlement (MLR).
 - b. *Sub-Activity: Community-based rangeland and livestock management (CBRLM)* – MCA-N support under this Sub-Activity aimed to improve communal farmers' livestock quality and value by supporting training in community-based management of rangeland resources, herd management, and farm enterprise management skills, including specific outreach to women in small ruminant production and marketing, among participating communities. In addition, these communities were eligible to receive rangeland management infrastructure and other resources (e.g. water points, auction facilities, genetic material, etc.) to support their efforts.
2. Activity 2: Provision of support to the livestock sector
 - a. *Sub-Activity: Construction of State Veterinary Offices (SVOs) and upgrading of Quarantine Camps (Q-Camps)* – The MCA-N Programme supported the construction of 5 SVOs in underserved parts of the country and rehabilitation of 2 Q-Camps in Zambezi (formerly Caprivi) Region. The new SVOs (and

accompanying staff housing undertaken to improve working conditions for SVO personnel) aimed to bring veterinary services closer to farmers and thus contribute to improved animal health, while the Q-Camps were designed to reduce losses due to quarantine inefficiencies and also contribute to improved animal health.

- b. *Sub-Activity: Livestock traceability system* – This Sub-Activity aimed to support the universal tagging of cattle in the NCAs and the establishment of a national traceability system for livestock management, thus helping Namibia to better control disease outbreaks and meet the food safety requirements of local and international markets.
 - c. *Sub-Activity: Livestock Market Efficiency Fund (LMEF)* – The LMEF was a grant making mechanism designed to tackle constraints to livestock sector growth, foster greater efficiencies in livestock marketing, better understand livestock health issues, and diversify marketing opportunities for farmers in the NCAs. Along with the traceability system for livestock management (see b. above), a key LMEF grant was aimed at placing Namibia’s NCAs firmly on the path towards recognition as Foot and Mouth Disease and Contagious Bovine Pleuropneumonia “disease-free” by the World Organization for Animal Health.
3. Activity 3: Development of indigenous natural products (INPs)
- a. *Sub-Activity: Support to Producer and Processor Organisations (PPOs)* – Under this Sub-Activity, PPO management and harvesters were provided with training to improve harvesting practices and advance their operational and business capacity, thus contributing to the Activity’s overall goal to increase the volume, quality and value addition of INPs.
 - b. *Sub-Activity: Provision of the INP Innovation Fund (INP-IF)* – The INP-IF supported research, testing and application of new innovations and services critical to the INP industry’s immediate, short-term and long-term competitiveness.
 - c. *Sub-Activity: Delivery of Market Information* – This Sub-Activity aimed to improve market information to PPOs, provide capacity building for the Indigenous Plant Task Team (IPTT), and support the overall Activity’s implementation plans to ensure the protection of indigenous knowledge.

2.2 Programme Logic

The below Programme Logic Diagram summarizes the Programme’s goals, Project-level objectives, and Activity-level outcomes of interest.

though only estimates, contributed to early decisions related to the Compact; they were subsequently updated by MCC. The updated ERRs provide some context about the long-term impacts that are expected from the Programme. It should be noted that in some cases, an ERR is not calculated for an activity/sub-activity due to lack of available data.

Project	Activity (Sub-Activity)	ERR (initial)	ERR (updated)	Time Horizon (Years)	Key Benefits (per updated ERR)	Reason for ERR change
EDUCATION	Improving the Quality of General Education (47 Schools)	13.7%	9%	20	<ul style="list-style-type: none"> • Increased employment income • Reduced costs to the education sector due to lower repetition and failure rates • Added benefits of textbooks 	<ul style="list-style-type: none"> • Including the cost of proportion of textbooks in activity costs • Updated student numbers
	Improving Access to and Management of Textbooks	114%	109%	10	<ul style="list-style-type: none"> • Efficiency gains via reduced distribution and procurement costs 	<ul style="list-style-type: none"> • Delete effect on student outcomes, which is now accounted for in the Improving the Quality of General Education ERR
	Expanding Vocational and Skills Training (Construction of COSDECs)	44%	20%	30	<ul style="list-style-type: none"> • Increased income of participants 	<ul style="list-style-type: none"> • Adjusted timeline of benefits so trainees begin enrolling in year 5 and benefits begin to accrue in year 6 • Extended earnings benefits from 20 years to 30 years
	Expanding Vocational and Skills Training (Establishment of NTF)	22.2%	4.7%	30	<ul style="list-style-type: none"> • Reduced costs of provision of training • Increased income of participants 	<ul style="list-style-type: none"> • ERR previously calculated in combination with VTGF sub-activity; now separately calculated • MCC Costs changed to NAD from USD • Extended income benefits from 20 to 30 years

Project	Activity (Sub-Activity)	ERR (initial)	ERR (updated)	Time Horizon (Years)	Key Benefits (per updated ERR)	Reason for ERR change
	Expanding Vocational and Skills Training (VTGF)		21%	30	<ul style="list-style-type: none"> Increased income of participants 	<ul style="list-style-type: none"> ERR previously calculated in combination with Establishment of NTF sub-activity; now separately calculated
	Expanding and Improving Access to Tertiary Finance	21.1%	21.1%	20	<ul style="list-style-type: none"> Increased number of graduates of tertiary education 	n/a
TOURISM	Ecotourism Development in Conservancies	6.9%	14.2% ⁷	20	<ul style="list-style-type: none"> Increased income to conservancies and to conservancy members Profits to joint-venture partners Tax revenues to the Namibian government Increased numbers of wildlife 	<ul style="list-style-type: none"> Adjusted cost-benefit analysis figures, notably the figures for expected revenues and operating costs as well as the rate of potential self-sufficiency
	Improved Management of ENP	11%	11%	2	<ul style="list-style-type: none"> Increased tourism visits and value added to the Namibian economy, increased income/receipts to ENP 	n/a
	Tourism Marketing	17.8%	17.8%	6	<ul style="list-style-type: none"> Increased tourism arrivals Value added from overseas tourists 	n/a

⁷ This figure should be considered tentative; key parameters need to be verified and the model needs to be peer-reviewed.

Project	Activity (Sub-Activity)	ERR (initial)	ERR (updated)	Time Horizon (Years)	Key Benefits (per updated ERR)	Reason for ERR change
AGRICULTURE	Land Access and Management and Livestock Support	8.7%	update not yet final	20	<ul style="list-style-type: none"> • Efficiency gains in marketing • Improved land tenure security for communal farmers • Policy adjustment for communal land to better protect the rights of women and other vulnerable groups • Improved animal health • Reduced expected losses of livestock due to severe weather 	tbd
	INPs	2.9%	11%	20	<ul style="list-style-type: none"> • Expanded supply and more value-added by primary producers • Increased market access for primary producers • Increased price of INPs due to certification and marketing 	• Added new benefit streams for product lines not previously modelled

2.5 Programme Beneficiaries

Based on MCC staff estimates, the MCA-N Programme was expected to reach more than 1 million beneficiaries over 20 years. The approach for determining the number of beneficiaries for a given activity depends on the type of investment. Below are the key investment categories, according to MCC's Beneficiary Analysis guidelines:

- *National or Regional Investments*, including large-scale infrastructure projects that are expected to affect a geographical section of the economy such that all citizens in that area beneficiaries.
- *Broad-Based Investments*, including other large-scale investments whose beneficiaries are typically counted as users of the new or improved public systems.

- *Targeted Projects*, including all other activities that benefit specific individuals and households, such as projects that focus on agricultural development or land tenure formalization. For such projects, beneficiaries include all members of the households that experience higher incomes.

The Beneficiary Analysis guidelines define beneficiaries as individuals who experience an income gain due to the investment. Below is a summary of estimated beneficiaries for the programme, broken down by Compact Project.

Project	Estimated Beneficiaries
Education	1,063,413
Tourism	168,661
Agriculture	750,220

Note: These Project counts, estimated by MCC, do not account for potential overlap of beneficiaries between projects, and so should not be added together and taken as a beneficiary estimate for the entire Namibia Compact.

3. Monitoring Component

3.1 Monitoring Strategy

In order to help track progress and performance through Compact implementation, indicators at multiples levels were included in the *during*-Compact M&E Plan: Process, Output, Outcome, and Goal. Each of these indicator types, and their typical progression, is defined as the following:

Indicator Type	Definition	Example
Process	Activities undertaken and milestones achieved	Contract signed
Output	Products and services produced	# of farmers trained
Outcome	Immediate and higher order effects of outputs on beneficiaries	Change in beneficiary income
Goal	Tracks impact on outcomes of the highest order	Poverty Rate

(Final achievement on during-Compact indicators can be found on the websites of MCA-N (for up to one year following Compact closure), NPC, and MCC. They may also be included as an annex to future versions of this document.)

For *post-Compact*, the indicators to be monitored are mostly at the outcome and goal level (see Annex 1). The indicators were jointly established by MCA-N, NPC, MCA-N's Implementing Partners (and, where relevant, others in the sector), and MCC. To promote accountability post-Compact, NPC has additionally, in liaison with MCA-N and IPs, set targets where feasible for all the indicators in the Post Compact M&E Plan (see separate document containing these targets) and will work with the Compact's Implementing Partners to track progress towards those targets.

Nota bene: Though indicators are significantly useful to help track progress, they can almost never tell the whole story about what is to be or has been achieved. For example, some concepts are simply not amenable to being expressed by means of indicators, which are limited by their own unique requirements. Therefore, as detailed in section 4.1, indicator tracking must be supplemented by evaluations in order to gain deeper meaning regarding what has been achieved and why or why not.

3.2 Indicator Documentation, Baselines and Targets

Detailed information on indicators, including definitions, timing and frequency of post-Compact reporting, units, level, source, and responsible parties for reporting, has been compiled in Annex 1.

Every indicator must ideally have a baseline and annual targets. The baselines, during-Compact targets, and classifications for each indicator are compiled in Annex 2, while this information *plus* post-Compact indicator targets are provided in a document that is separate from this Post Compact M&E Plan.

Additional indicators (and their related baselines and/or other documentation) may be added in subsequent versions of the Post Compact M&E Plan.

3.3 Data Quality Reviews

Ensuring that all data collected from surveys, GRN agencies or other sources is reliable, accurate, and consistent is critical in order to use the data for decision-making, drawing conclusions about programme outcomes and impacts, and conducting final evaluations of activities.

In collaboration with the Namibia Statistics Agency (NSA), NPC may conduct regular data quality reviews on all data sources. While this effort would be for the broader national M&E framework, relevant post-Compact M&E data sources would benefit from such review. Data quality reviews address the following (among others):

- The prerequisites of data quality (i.e., legal framework, resources, relevance, and quality management)
- Assurances of integrity
- Methodological soundness (e.g., concepts and definitions, approaches/study design, and sampling methodologies)

- Validity, reliability, timeliness, and precision of all data (including data collection instruments and procedures, data entry and storage, and data analysis)
- Serviceability (i.e., periodicity and dissemination standards, consistency, and revision policies and practices)

The results of all data quality reviews will be thoroughly documented, including the methodology used to conduct them, all major findings and issues, and recommendations for addressing any concerns or problems identified. Further, NPC's plans for follow-up, including which recommendations will be implemented, will be documented for all stakeholders' information. Findings related to post-Compact M&E indicators will be shared directly with MCC.

MCC may also conduct independent data quality reviews, as needed, which NPC will help facilitate to the extent feasible.

3.4 Standard Reporting Requirements

In accordance with MCC's M&E Policy and as laid out in this Post Compact M&E Plan, NPC is responsible for annually developing and submitting an Annual Summary Report (ASR) to selected stakeholders. This report will be submitted on or before March 31st of each year, starting from 2015 through 2019. MCC specifically, as a key stakeholder, will receive the ASR via an email to the Vice President of the Department of Compact Operations at VPOperations@mcc.gov, with the subject line "Namibia Post-Compact Reporting" and the dates of report coverage.

The ASR will include the following:

- A summary of any activities undertaken or continued by GRN post-Compact that relate to the sustainability of Compact investments (including any issues with operations and maintenance of infrastructure) as well as complementary activities undertaken by GRN or donors.
- A summary on:
 - COSDEC community needs assessments and tracer surveys undertaken and their results.
 - Any reporting done by Q-camps and SVOs on annual operations.
- Data Quality Review findings related to indicators in the post-Compact M&E Plan.
- A post-Compact Indicator Tracking Table (ITT) that includes all of the indicators included in Annex 1 of this Post Compact M&E Plan for the preceding calendar year. The post-Compact ITT will have the same format as the Compact ITT only with additional years added to it. MCC will provide the template for reporting into by January 31st of each year in which an ASR is due; the template will be developed with NPC M&E input and will be consistent to the extent possible over the years until the end of post-Compact reporting.

NPC will make public the final version of the ASR, less the ITT, by posting it on NPC's website along with other related reports, particularly on indicators' progress towards targets.

NPC's M&E unit plans to use the progress reported in the ASR and other reports as a basis for other results-reporting and public outreach for accountability and decision-making purposes.

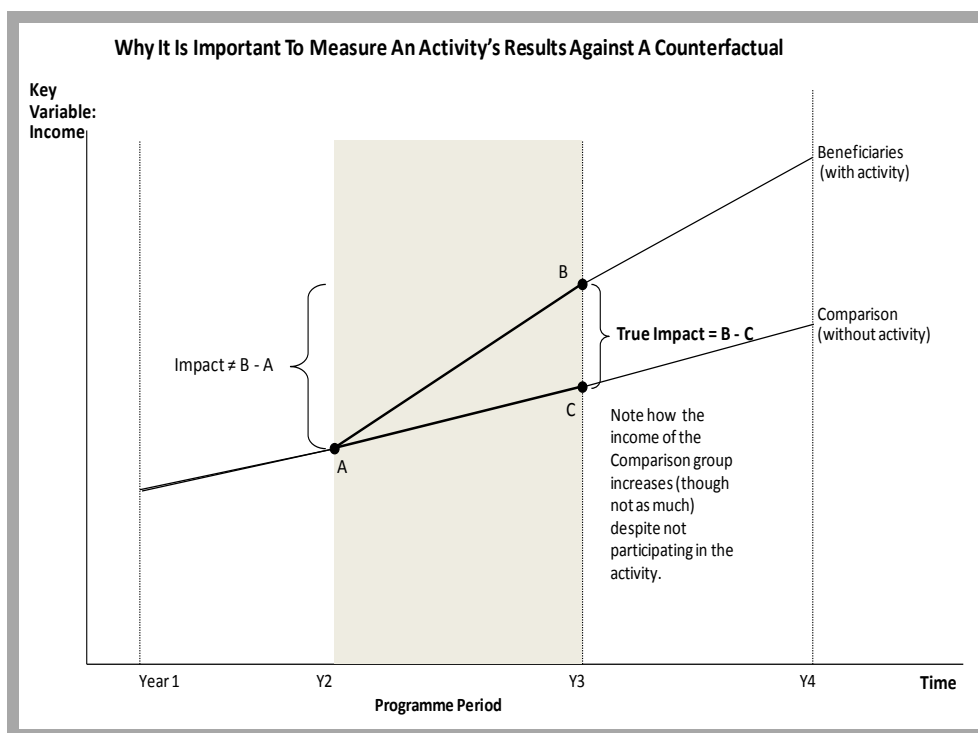
4. Evaluation Component

4.1 Introduction

Although monitoring is an integral part of tracking programme results, it is not sufficient to measure higher-level impacts on income and well-being of beneficiaries, or to glean lessons learned from implementation that can be applied to future interventions. Consequently, evaluations of projects and activities, either individually or in sensible combinations, are important to provide deeper measurement of results.

The methodology for each evaluation carried out should be tailored to what is feasible for the activity under examination, but also should strive to use the most rigorous method possible within that activity's particular implementation context. In particular, it is important, when feasible, to conduct impact evaluations that employ a rigorous approach to estimate a counterfactual – that is, what would have happened in the absence of the project or activity. Measuring results experienced by beneficiaries against a counterfactual scenario (usually a comparison group of statistically similar individuals) allows the net impact to be calculated quantitatively, and prevents overestimates of results, since individuals who are not beneficiaries of MCA-N activities may still see improvements in their living situation due to other factors.

Below is a graphic presentation of how impact evaluations employ a comparison against a counterfactual to determine the net impact attributable to the intervention.



The below table summarizes the evaluation approach for each MCA-N Activity/Sub-Activity and the timeline for when results are expected.

Project	Activity (Sub-Activity)	Evaluation Approach*	When Results Are Expected
EDUCATION	Improving the quality of general education (includes 47 schools, CPD, and textbooks)	Performance	December 2015
	Expanding Vocational and Skills Training	Impact	December 2016
	Construction and management of RSRCs	Performance	December 2016
TOURISM	Ecotourism Development in Conservancies (joint evaluation with INPs)	Performance	September 2014
	Improved Management of ENP	Performance	December 2015
	Tourism Marketing	Performance	December 2015
AGRICULTURE	Land Access and Management (CLS)	Performance	December 2015
	Land Access and Management (CBRLM)	Impact	June 2016
	Livestock Support	Performance	September 2014
	Development of INPs (joint evaluation with Conservancy Support)	Performance	September 2014

* Note that, according to MCC terminology, an evaluation is classified as being an “impact” evaluation when it includes measurement of a counterfactual, while “performance” evaluations are any other type of design. However, performance evaluations can be rigorous exercises, too.

Since all the evaluations have been or are being funded by MCA-N and MCC, there is no obligation for NPC/GRN to fund actual evaluation work. However, NPC will facilitate

related activities, especially the dissemination of final findings of the evaluations (including organizing, facilitating, and funding presentations of the findings) as well as make related reports and data available on its website. MCC will make evaluators available to participate in such presentations, as feasible, and will also publish reports and data on its website.

Detailed descriptions of the evaluation concepts to date for each Project and Activity/Sub-Activity follow below. In addition to the specific questions for each, all of them looked at/will look at differences in impact between men and women and relevant age and income groups as feasible and relevant, and also assessed/will assess lessons learned from implementation that can be applied to similar activities in the future.

4.2 Education Project

General Education Evaluation (Rehabilitation and Construction of 47 Schools; CPD; Access to and Management of Textbooks)

Given that the 47 school sites were chosen based on needs, and the sample is therefore non-random, and the textbook Activity has a national scope, targeting basically the country's entire population of learners, evaluation methodologies that are dependent on a rigorously-defined counterfactual are not possible. However, it is planned to triangulate quantitative and qualitative methods for this evaluation, with the specific evaluation approach to be determined with the help of the independent evaluation firm to be hired and paid by MCC.

In addition to assessing whether the package of general education and textbook interventions contribute to learner achievement at the 47 schools, other preliminary research questions include:

- Do improved school facilities translate into an improved learning environment and lead to increases in learner achievement?⁸
- Does improved teacher housing attract higher quality teachers? How has a change in teacher qualifications, if any, contributed to learner achievement?
- To what extent does CPD contribute to a higher quality education workforce?
- Does a more efficient textbook management system increase learners' access to textbooks and, in turn, increase in learner achievement? Does a more efficient textbook procurement and management lead to cost savings?

Expanding Vocational and Skills Training

The vocational education grants facility is undergoing an impact evaluation that compares those who are randomly selected to participate in one of the training grant programs with a comparison group of those who are not randomly selected. This methodology has proven to

⁸ Ideally, the evaluation would measure whether improved facilities increase learner achievement, which, in turn, spawns higher earning over time. However, given the limited timeframe of the evaluation, it will not be possible to measure impacts over a very long time horizon. As a result, quality of learning and learner performance may serve as a proxy for eventual increase in income.

be feasible as there were generally more applicants for training grant slots than available spaces. The same evaluator will also evaluate the other two Sub-Activities under the Vocational and Skills Training Activity: NTF Levy and COSDECs.

The specific methodologies are outlined in the evaluation design report along with a refined set of evaluation questions. Some of those questions are highlighted here, by Sub-Activity:

Competitive Grants for High-Priority Vocational Skills Training (i.e., the Vocational Training Grants Fund (VTGF))

- Was the VTGF implemented as planned? How were the VTGF grants managed?
- What were beneficiaries' perceptions of the VTGF grants?
- To what extent did those offered the opportunity of training through the VTGF receive more training relative to non-VTGF-funded, qualified applicants?
- How did employers hire VTGF graduates, and what were their perceptions of the graduates? To what extent did the VTGF improve employment outcomes for VTGF-funded trainees relative to non-VTGF-funded, qualified applicants?
- To what extent did VTGF-funded trainees have higher earnings and income relative to non-funded, qualified applicants? To what extent did increased earnings result from increased wages while employed, versus increased employment?
- Did the effects of the training funded by the VTGF vary by trainee characteristics?
- What key characteristics or practices of training providers were associated with stronger impacts on employment and earnings?
- Were the RPL and employer-provided training pilots implemented as planned? To what extent did employers' and employees' perceptions change after employee certification?

Establishment of Namibia Training Fund (NTF)

- Was the establishment of the NTF levy collection, distribution, and reporting system implemented as planned?
- How is the NTF levy collection and distribution system operating in practice compared to the specifications outlined in the regulatory framework?
- What are the stakeholder perceptions of sustainability of the NTF levy collection and distribution system?

Construction and Upgrading of Community Skills Development Centres (COSDECs) and COSDECs Management Training

- Were the COSDEC Sub-Activities implemented as planned?
- To what extent did the COSDEC Sub-Activities increase the availability of training?
- How did COSDEC training affect the employment outcomes of trainees?

- How did COSDEC training affect the earnings and income of trainees?
- How were the new and renovated COSDECs managed?

Tertiary Finance

The Tertiary Finance component underwent significant programme design work during the early Compact period. This Activity will not undergo an independent evaluation given that the time required to measure relevant outcomes, like income, and the resources that would be required to do so are not justified by the Activity's budget. However, a number of intermediate outcomes can be tracked with monitoring data and have been included in this post-Compact M&E Plan.

RSRCs

This Activity was not a strong candidate for an impact evaluation, as there are not appropriate facilities to serve as a counterfactual. However, MCC has hired an independent evaluator to design and implement a performance evaluation that uses a range of methods and data sources to assess the relevance, efficiency, effectiveness, and sustainability of the RSRC activity in achieving outputs and educational-, economic-, and community development-related outcomes. Evaluation questions include, among others:

- Was the Activity implemented according to plan, and within budget and schedule?
- To what extent does the Activity reach intended and unintended participants? How accessible are the facilities and services?
- For what purpose do different groups of people use the RSRCs? To what extent do the RSRCs meet different needs? What broader impact do the RSRCs have beyond immediate users?
- How effective is leadership in promoting and achieving the vision of the RSRCs?
- How functional and sustainable are the RSRCs?

Cross-Project Support (Support to HAMU)

This Activity is not currently scheduled to be independently evaluated given its relative small size, difficulty in identifying related outcomes that would be feasible to measure, and limited potential to provide cost-effective learning opportunities.

4.3 Tourism Project

Conservancy Development Support Services and the Conservancy Development Support Grants Fund

The Conservancy Support (CS) Activity was focused on 31 conservancies (i.e., about 40% of the 76 conservancies currently registered in Namibia) that were selected based on their high potential for tourism. As such, a similarly-situated group of conservancies that would not receive the intervention could not be established, rendering the Activity unsuitable for an impact evaluation. However, the Activity is being evaluated through a mix of quantitative and qualitative methods to compare results on beneficiaries and conservancies before and

after the intervention. The study draws on panel survey data on households and communities in the 31 conservancies, programme monitoring data, and data on conservancy revenue, economic activity, and other information collected each year by the Namibia Association of Community Based Natural Resource Management Support Organizations (NACSO). Due to the overlap between the Conservancy Support Activity and the INP Activity, the evaluations are combined.

The conservancy component of the evaluation considers the following questions:

- Do technical support and grants to conservancies increase business partnerships between conservancies and private businesses, and, in turn, increase conservancy revenue?
- Does technical support to conservancies improve benefit distribution?
- Does the Conservancy Development Support Services (CDSS) Sub-Activity lead to a higher level and percentage of conservancy revenue going to members?
- Do technical support and grants to conservancies increase business activity that creates jobs and other opportunities for earned income for conservancy members?
 - Is there an increase in Conservancy-related employment as a result of the CDSS activities?
 - If so, how many new jobs are created and at what levels of employment – formal/informal; unskilled/skilled/management?
- What is the impact of game acquisitions (via game translocations)?
- What is the effectiveness of training on gender integration over time in terms of conservancy management and employment?
- How sustainable are the results?

Because of the significant (but not full) overlap between conservancy members and INP producers, the evaluation covers both the CDSS-related as well as the INP development-related Activities.

Improved management and infrastructure of Etosha National Park

The evaluation of the improved ENP Activity is envisaged to be largely qualitative, relying on an approach that involves a desk review, key informant interviews, and case studies. The main objective of the evaluation will be to assess the extent to which improved management of the ENP leads to improved tourist experience, a sustainable increase in tourists and more revenue for the park. The specific evaluation questions to be answered are yet to be finalised but preliminary questions include:

- To what extent, if any, do the park management reforms, improved equipment, and new park management infrastructure increase park revenue or improved park management?

- To what extent, if any, do the improved equipment and tourism-related park management reforms (specifically Galton Gate Plan and issuing of two access concessions in ENP) lead to an improved visitor experience? How?
- To what extent, if any, do the park management reforms, improved equipment, and new park management infrastructure increase the number of park visitors and/or change the length of visitors' stays in or in the vicinity of the park?
- To what extent did MCC's investment in improving the management and infrastructure in ENP increase private sector investment around the park on communal lands?
- How sustainable are impacts related to Compact-related ENP investments?

Marketing Namibia Tourism

The overall objective of the yet-to-be-contracted tourism marketing evaluation will be to assess the success of the Activity in terms of increasing and stabilising the inflow of tourists into Namibia and ultimately increasing tourism revenue into the country. The evaluation should involve a balanced and detailed analysis of the performance of the Activity by answering specific evaluation questions. Among other questions, the following questions are of interest (but may be refined):

- To what extent did the individual tourism marketing efforts, and the activity as a whole, succeed in increasing tourist arrivals in Namibia generally, from North America specifically and to conservancy sites in particular?
- How effective are the online marketing efforts compared with traditional tourism marketing?
- How sustainable are these investments in tourism marketing?
- Do North American tourism destination marketing efforts lead to changes in perception among potential tourists in that area?

4.4 Agriculture Project

Communal Land Support

This Sub-Activity is being evaluated to assess Compact-related changes in the parcel registration process, perceptions about land tenure, benefits to households or community groups that stem from registration, and particular issues regarding women and vulnerable groups in obtaining rights to parcels, including around their understanding of land rights and registration thereof.

The specific methodology and a refined set of evaluation questions will be outlined in the approved evaluation design report; in the meantime, some preliminary questions are highlighted below:

- How has CLS contributed to increasing knowledge and awareness about land rights, laws, and procedures?

- To what extent was the policy reform agenda of CLS effective and appropriate?
- How and to what extent has CLS helped improve perceptions related to tenure security? To what extent has CLS helped to improve tenure security for women and other vulnerable groups?
- Has CLS contributed to improved economic outcomes?
- How sustainable are the outputs and outcomes of the CLS intervention likely to be?

Community-Based Rangeland and Livestock Management

This Sub-Activity has a MCC-contracted impact evaluation that compares the Rangeland Intervention Areas (RIAs) selected to participate in the program with a statistically similar group that shares selected characteristics. The evaluation methodology was revised mid-stream and will be outlined in the updated evaluation design report, which will serve as the primary reference document on the evaluation's details.

The evaluation will consider questions including:

- Do rangeland and livestock management training and technical support improve cattle condition, cattle weight and herd composition, and ultimately lead to increased average off-take rate?
- Does rangeland and livestock management training increase the quality of the rangeland in communities?
- Does the activity increase the wealth and mean household income of beneficiary households?

Livestock Support

MCA-N's individual Livestock Support Sub-Activities – i.e., veterinarian infrastructure support, livestock traceability system and livestock market efficiency fund (LMEF) – cannot be understood in isolation but rather only within the broader context of the livestock sector and MCA Namibia's Livestock Support Activity as a whole. The evaluation takes this into account and includes an assessment of the synergies between the different MCA-N Livestock Support Sub-Activities.

Using quantitative and qualitative data (collected by MCA-N, LMEF grantees, the Livestock Support Evaluation Consultant, and other sources), the evaluation assesses the relevance, effectiveness, efficiency, impact and sustainability of the MCA-N Livestock Support Activity. In addition to the specific questions outlined in the evaluation design report, the evaluation will also look at the impact of MCA-N Livestock Support Sub-Activities in terms of:

- strengthening the livestock sector in the NCAs and reducing costs and losses associated with marketing livestock there; and
- identifying and eliminating barriers to increasing volume of livestock and livestock products sold into existing markets and accessing additional markets.

Development of Indigenous Natural Products (including all related sub-activities: support to PPOs, market information delivery, and the INP Innovation Fund)

As noted previously, there was significant, but not full, overlap between communities with high concentrations of INP primary producers within the conservancy population. Thus the evaluation of the two Sub-Activities, INP and CDSS (or CS), were combined. The INP Activity covered all producers of viable INPs in the country and therefore it was not feasible to conduct a rigorous impact evaluation. However, the evaluation aims to measure impact and benefits to participants to the extent possible. In particular, the evaluation looks at the change in household income among beneficiaries between the baseline (2011) and end of project (2014). It makes extensive use of qualitative data, which will allow for a triangulation of methods and provide information on lessons learned about implementation. The same households are being tracked in all rounds of the evaluation and monitoring surveys. Among other things, the evaluation considers the following questions:

- Do the technical assistance package and the small grants sustainably increase the volume of production and sales by harvesters? Do the technical assistance package and the small grants increase the volume of processing and sales by producer organizations? Do the technical assistance package and the small grants increase harvesters' income and producer organizations' revenue?
- What is the up-take rate of the practices and techniques introduced as part of the technical assistance?
- To what extent has the Delivery of Market Information Sub-Activity contributed to increased understanding of the broader INP sector (e.g., volumes, markets, key players, etc.)?
- How has the re-structuring of the Indigenous Plant Task Team contributed to the growth and sustainability of the INP sector?
- As the benefits from INPs increase, do men become more involved in INP harvesting and management?
- Overall, to what degree has the INP Innovation Fund accomplished its goals? How did new developments from the INP Innovation Fund impact the INP sector?

In addition, the evaluation may examine the combined effects (interaction effects or integrated impacts) of the conservancy- and INP-related Activities (e.g., for those harvesters in PPOs that are conservancies, what is the additional benefit of being part of the PPO?).

5. Surveys

The following table outlines the various MCA-N-, MCC-, and evaluator-commissioned surveys completed or planned to be undertaken to provide additional data to contribute to the monitoring component and/or to support the evaluation component.

Project	Activity	Survey	Purpose	Timing
EDUCATION	Vocational and Skills Training	Tracer survey on trainees and comparison groups, focusing on employment and income	Contribute to monitoring indicators and evaluation on effects of vocational training on employment and income	Baseline on-going beginning in 2011; follow-up rounds in 2014-2016
TOURISM	Multiple Activities	Tourist Exit Survey	Provide up-to-date, reliable, and comprehensive information on foreign visitors to Namibia and help compare past trends and set new benchmarks for the tourism sector, especially with respect to tourist behaviour, expenditures and visitor satisfaction/perceptions	Once-off in 2012-2013
TOURISM & AGRICULTURE (JOINT)	Conservancy and INP Support	Household and Community Survey (also conservancy and PPO organizations)	Contribute to measuring impact of activities on household income, organization revenue, and employment (in the case of Conservancy Support)	Baseline in 2011; follow-up survey round in 2014
AGRICULTURE	CBRLM	<p>Community and Household Survey of households in RIAs (both those receiving the intervention now and those expected to receive the intervention later)</p> <p>Assessment of herds belonging to households in RIAs (both those receiving the intervention now and those expected to receive the intervention later)</p>	<p>Measure income, off-take, adoption of CBRLM practices, for both monitoring and impact evaluation.</p> <p>Measure of cattle condition and herd composition, for both monitoring and impact evaluation.</p>	<p>Baseline in 2010 (but will not be used in the impact evaluation); timing of follow-up round not yet established</p> <p>Baseline in 2011 (but will not be used in the impact evaluation); timing of follow-up round not yet</p>

Project	Activity	Survey	Purpose	Timing
		Vegetation assessment in RIAs	Measure of rangeland quality.	established Baseline in 2012; follow-up assessment in 2014.

6. Disaggregation by Sex

Up to 58% of households in regions in the NCAs, the major geographic focus of the MCA-N Programme (see map in Annex 5), are headed by women.⁹ Several Activities, such as Vocational and Skills Training, Communal Land Support, and INP Development, had the potential to target a significant number of female beneficiaries and inform related gender¹⁰ analysis.

Consequently, it is necessary to disaggregate key indicators by sex, and track female beneficiaries as appropriate in surveys and evaluations. Indicators that will be disaggregated by sex are marked as such in Annex 1 of this Post Compact M&E Plan.

7. Vulnerable Groups

The MCA-N Compact required that “indicators will be disaggregated by sex, income level and age, and beneficiary types to the extent practicable.” MCA-N used sectoral policy definitions wherever available to define “vulnerable groups.”¹¹ Vulnerable groups were a beneficiary type and certain indicators were disaggregated accordingly, where feasible. In the education and social sectors a number of documents were relied upon to define both marginalised and vulnerable children.¹² In the agriculture and tourism sectors such definitions were not readily available.

The definitions described below will be used to disaggregate selected post-Compact M&E indicators, as defined in Annex 1, to the extent practicable. Where appropriate and feasible, MCC and NPC will also endeavour to ensure evaluation findings report on relevant disaggregations. It should be noted that due to privacy concerns and willingness of

⁹ Namibia Household Income and Expenditure Survey, 2009/10.

¹⁰ Per MCA-N’s Gender and Social Integration Strategy, gender is defined as the social roles, behaviours and responsibilities assigned to women and men in any given society. Gender roles are socially determined and can be affected by factors such as education and economics. Gender roles may vary widely within and between cultures, and often evolve over time.

¹¹ Per MCA-N’s Gender and Social Integration Strategy, vulnerable groups were generically defined as those who cannot defend their own interests and who may be inadvertently excluded from Project Activities, or for whom benefits may be inaccessible as a result of severe poverty, low levels of education, social isolation or other factors.

¹² National Policy on Orphans and Vulnerable Children (2004); National Policy of Educationally Marginalised Children (2000); Education Sector Policy for Orphans and Vulnerable Children (2008).

respondents to provide certain types of information, it was not/may not be possible to collect data on all of the categories listed below. Disaggregation by vulnerable groups will be continually evaluated for feasibility issues.

Within the education sector, vulnerable children include:

- The girl-child;
- Indigenous minorities;
- Orphans (children under 18 who have lost one or both parents);
- A child living with a disability or living in a household headed by a person with a disability; and
- A child receiving a social grant (maintenance; foster; or disability).

Within the tourism sector, vulnerable people include:

- Indigenous minorities;
- People living with disabilities;
- Elderly headed households whose primary source of income is a pension; and
- Female-headed households.

Within the agriculture sector, vulnerable people include:

- Indigenous minorities¹³;
- People living with disabilities;
- Elderly headed households whose primary source of income is a pension; and
- Female-headed households.

8. Modifying the Post Compact M&E Plan

GRN and MCC may as necessary review and, with mutual agreement, revise this Post Compact M&E Plan. Either GRN or MCC may initiate the review.

¹³ For the purposes of the MCA-N M&E Plan, “Indigenous Minorities” were defined using the principal of self-determination described in the *United Nations Declaration on the Rights of Indigenous Peoples (Resolution 61-295)*, which to date in Namibia are the San and Himba ethnic groups.

9. Assumptions and Risks

Key assumptions about necessary factors for success and potential underlying risks are associated with all social programmes. The Compact-specific ones are summarized below by Project and Activity. They are included in the Post Compact M&E Plan to provide background information about the assumptions made when estimating expected outcomes and impacts and context about external factors that may affect performance against indicators and targets and influence Programme results. These lists aim to be comprehensive, but should not be considered exclusive; it is possible that additional factors may be discovered over time, even after Programme implementation, to affect performance.

9.1 Assumptions

Education Project

Improving the quality of general education	<ul style="list-style-type: none"> • Improved and expanded school facilities will improve the physical learning environment and contribute to improvement in the quality of learning, which, in turn increases learners' income over the long-term. • Improved quality of teachers, teacher educators, and education managers will lead to higher quality education services and improved educational outcomes. • With the manuals and training in school maintenance as a part of project activities, staff will have the capacity to maintain the physical learning environment. Material resources for school maintenance will be provided by the Namibian government through the yearly education budget.
Improving access to and management of textbooks	<ul style="list-style-type: none"> • A more efficient textbook management and utilization system will ensure that learners have the appropriate textbooks, thus improving learning outcomes. • Textbook distribution across regions, schools and learners will be equitable. • The procurement reform, including textbook utilization, management, and storage activities will ensure that textbook utilisation and distribution improvements can be maintained over the long term.
Constructing and supporting management of RSRCs	<ul style="list-style-type: none"> • New RSRCs will attract a larger number of patrons who will use the facilities and materials to undertake activities that will increase their income earning potential (such as use computers to work on their CVs or obtain information to start or improve a business), utilize electronic and hard learning materials to improve their education or do homework to improve their performance in school, and civic engagement.

Expanding vocational and skills training	<ul style="list-style-type: none"> • Training programmes will be widely available (i.e., to all language/ethnic groups, both sexes, etc.). • Students who complete vocational training programmes will be more productive and as a result earn higher incomes than would have otherwise been the case. • Those better trained workers will spur some new investment and job creation so that new jobs are created. • Increased financing through the NTF will lead to increased training and employment opportunities in high-demand sectors. • Through Industry Skills Committees, private industry will be involved in determining high-demand sectors and defining skills needs within those sectors.
Expanding and improving access to tertiary finance	<ul style="list-style-type: none"> • The technical assistance provided will produce actionable recommendations that, when adopted by GRN, will lead to more students. Including those from disadvantaged backgrounds, being able to attend tertiary education and increase their income earning capacity.
HIV/AIDS management strengthening to the Ministry of Education's HIV/AIDS Management Unit	<ul style="list-style-type: none"> • Consolidated and coordinated HIV/AIDS training will be more effective than a less-coordinated approach.

Tourism Project

<p>Improving management and infrastructure of ENP</p>	<ul style="list-style-type: none"> • Constructing staff housing and management centres will attract more senior staff to ENP and will raise staff morale, therefore improving management performance resulting in an improved tourist experience and increased tourist numbers (up to a sustainable maximum). • MET and GRN are supportive of additional tourism enterprise opportunities for joint ventures between conservancies and the private sector in and around ENP, creating direct and indirect income and employment opportunities for conservancy members and other Namibians active in the tourism sector. • Improved park and road maintenance equipment will be used to improve the quality of roads and facilities in ENP and adjacent conservancies, thereby improving the tourist experience and increasing tourism visits to conservancies and ENP. • MET is supportive of the “change management” reforms identified for ENP, setting a new model for park management that is more cost-effective and efficient, allowing ENP to maintain competitiveness with other national parks in the Southern African Region and continuing to draw tourists as a key tourism destination in Namibia.
<p>Marketing Namibia Tourism</p>	<ul style="list-style-type: none"> • Tourists from the United States and Canada will respond to increased marketing and choose to travel to Namibia over other destinations, creating income and employment opportunities in the Namibian tourism sector. • Traffic on the new regional tourism routes will result in increased tourist visits that prompt increased tourism spending, particularly at conservancy tourism enterprises. • An improved NTB website will lead to more effective marketing of Namibia as a tourist destination and, therefore, increased numbers of tourists to Namibia.

<p>Conservancy Development Support</p>	<ul style="list-style-type: none"> • There is sufficient private sector interest in joint ventures with conservancies to respond to the joint venture funds and generate new businesses. • Wildlife translocation to conservancies will improve their viability as tourist destinations. • Conflicts emanating from increased wildlife in conservancies can be mitigated by preventive measures and will not discourage conservancy members from supporting tourism as a livelihood option. • Tourists will continue to seek out lodges and campsites that are slightly off the beaten track and carry a “community-friendly” label. • Conservancies are viable models to manage or benefit from tourism enterprises and financial benefits can be distributed to members in an equitable fashion. • Training and technical assistance to conservancy committees and managers result in sustainable improvements in governance, tourism management and business skills development for the wider conservancy; conservancies will have a transition plan in the event of a change in conservancy leadership. • Women members of conservancies will be included in conservancy management. • Increases in demand for tourism products on conservancies can be managed in an environmentally sustainable manner.
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Agriculture Project

<p>Land Access and Management</p>	<ul style="list-style-type: none"> • Community members will cooperate in managing resources and undertaking related actions for communal benefit, rather than individual gain. • Sufficient water infrastructure is in place to foster participation in the CBRLM sub-activity. • Livestock health/condition is highly dependent on rangeland quality/condition and herd management techniques. • Communal Land Support efforts will generate an increase in applications for parcel registration. • Communities can obtain management rights over local grazing areas/commonage so that they have an incentive to manage these areas more sustainably. • There is political will within GRN to support both registration of legitimately-obtained land parcels greater than 20 hectares, as well as investigation of those parcels obtained in a less straightforward manner. • There is political will within GRN to accept and implement recommended policy reforms. • Land registration will lead to improved land management and increased financial security for the land users.
<p>Livestock Support</p>	<ul style="list-style-type: none"> • Farmers in the NCAs will respond to efforts to increase marketing and off-take (from sales) of livestock. • Construction of State Veterinary Offices in underserved areas will – assuming GRN maintains, staffs, and equips them appropriately – ultimately improve livestock health, and indirectly lead to increased household wealth and incomes. • Tagging cattle, as part of a broader traceability system, will facilitate management of disease outbreaks and improve marketing opportunities for farmers in the NCAs. • Traceability, as implemented by the Government of the Republic of Namibia, will be recognized by the World Organisation for Animal Health as an important step towards achieving disease-free status in the NCAs. • A constraint to increased livestock sales is lack of marketing opportunities, and this constraint can be addressed through specific interventions that increase the efficiency of the marketing process.
<p>Development of INPs</p>	<ul style="list-style-type: none"> • Demand for Namibian INPs exists and can be increased through targeted interventions related to improving the supply and quality

	<p>of existing products and identifying new products, ultimately leading to increased incomes of INP harvesters.</p> <ul style="list-style-type: none"> • Supporting new and innovative techniques for harvesting and processing INPs will lead to increased demand for Namibian INPs. • Increases in demand for INPs can be managed in an environmentally sustainable manner.
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9.2 Risks

Each risk is rated by the likelihood of the adverse event occurring as being either negligible (1), low (2), moderate (3), somewhat high (4) or high (5). Second, the impact of the adverse event, if realized, is rated using the same scale (1-5). The risk rating is obtained by adding the likelihood and impact. GRN may choose to assign leads to counter the risks and to have those leads periodically report on the risks.

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
1	EXTERNAL							
1.1	Extreme climate such as drought, floods and other cyclical/recurring events	Increased challenge to reach outcomes related to the rangeland and INPs	4.0	4.0	8.0	Not much can be done to mitigate against the weather's impact on the rangeland and INPs, but awareness of climate change and normal climatic variation and their impacts can be built among affected communities.		

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
1.2	Downturn in economic growth forecasts (esp. for Tourism Project, Livestock Support activity, and INP activity)	Impact of Compact diminishes	1.0	4.0	5.0	Early warning system on economic growth projections.		
1.3	Mismatch between production growth & (international) market demand (esp. for INPs, community-based tourism, and livestock)	Reduced impact of Compact	2.5	4.0	6.5	Pro-active marketing in tourism, INP, and livestock; pro-active market intelligence, on-going planning based on market information.		
2	GOVERNANCE / IMPLEMENTING PARTNERS / SECTORAL RESPONSE							
2.1	Operationalization of infrastructure not well planned and executed (level and no. of staff, equipment, operational plan and budget). Slow follow-through on policy reforms (e.g. NTF and Tertiary Education Reform). Lack of readiness for on-going implementation after Compact end date (e.g. CBRLM)	New infrastructure not put to intended use Lack of sustainability of Compact investments	4.0	5.0	9.0	Vigilant post-Compact follow-up and follow-through, per Compact Closure Plan.	IPs	

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
2.2	Conflicting land uses (e.g. as it relates to CLS, CBRLM, CDSS, and INP related work)	Reduced impact of Compact	3.0	3.5	6.5	Land users themselves should be in charge of zonation plans. Effective consultation should be pursued between various stakeholders, incl. MET, MLR and MAWF.		
3	INFRASTRUCTURE							
3.1	Non-sustainability of the infrastructure due to lack of (preventative) maintenance planning	Limited lifespan of Compact-funded infrastructure and associated benefits	4.0	4.0	8.0	Apply skills learned in MCA-N funded maintenance training for MoE administration, contractor-produced Maintenance Operational Manuals, on-going liaison between users and Ministry of Works.		
3.2	Informal settlements in ENP continue to be condoned, effectively reducing the impact of the MCA-N Compact investment in ENP which is to create a better	Reduced impact of the Compact	4.0	4.0	8.0	Follow-through on ENP management-related policies established during the Compact period.	MET	MET

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
	living environment to attract better qualified staff and to reduce impact of poor housing conditions on the tourism operations.							
4	ESA							
4.1	Inappropriately handled relocation of informal settlers in ENP	Involuntary resettlement	4.0	5.0	9.0	Implement GRN programme for San resettlement at farms close to ENP. Continued assistance with tourism business development on or near those farms.	OPM	

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
5	M&E							
5.1	Lack of cooperation from survey respondents	Low quality of data on which to base evaluation findings; misinformed decision-making	2.5	4.5	7.0	Ensure appropriate "entry" strategies and procedures into communities (e.g., informing TA); ensure appropriate survey instruments; adequate and appropriate incentives for participants	MCC M&E, with support from NPC M&E	
5.2	Inability to detect impact in evaluations	Insufficient implementation integrity; insufficient time lags between base- and endline data collection; reduction in size of comparison groups; insufficient evaluator oversight or lack of clarity around evaluation designs; and need to adapt evaluations to ongoing changes in implementation could limit ability to detect impact	4.5	4.5	9.0	Facilitate proper understanding by evaluators; help ensure evaluation designs are clear and finalized on a timely basis; and ensure appropriately-timed data collection is carried out to inform evaluations.	MCC M&E, with support from NPC M&E	

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
6	EDUCATION							
6.1	Lack of continued senior RSRC staffing and active implementation of programming and operations (incl. maintenance) plans	RSRCs not functioning as envisioned resulting in lack of results.	4.0	5.0	9.0	Hiring of committed individuals Effective performance management Oversight by a committee of diverse stakeholders, incl. educators and community members	MoE	
7	TOURISM							
7.1	Land lease tax on conservancies undermines viability of joint ventures (JVs)	Non-participation of some JV partners; curtailing of benefits to conservancy members	4.0	4.0	8.0	Long-term exemptions from the land lease tax and transparent, predictable application of the tax when applied	MLR	
7.2	Limited ability of conservancies to adopt technical assistance efforts to raise their capacity in terms of management of assets, financial management of proceeds to the conservancy,	Conservancy management unable to properly govern and administer the funds and benefits to the conservancy	3.0	5.0	8.0	Appropriate deployment of Conservancy Trust Fund resources Closely track conservancy progress towards self-sufficiency	MET	

MCA Namibia Level 2 Risk Register: Programme Implementation								
No.	Risk	Notes/Impact	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Proposed Counter Actions	Lead	Reporting on Risks and Counter Actions
	governance issues, etc.					Appropriate use of training materials left behind by CDSS consultant		
8	AGRICULTURE							
8.1	Lack of continuation of key support activities (esp. CBRLM, CLS & INP PPO)	Reduced impact of the Compact	3.0	3.5	6.5	Committed follow-up on Compact activities	IPs	NPC
8.2	Non-application of principles and practises learned during Compact-funded training	Inability to achieve results	3.5	3.5	7.0	Continued support from GRN and donors to target communities until self-sufficiency is achieved	MAWF	

10. Implementation and Management of M&E

The M&E unit in NPC, with support and input from MCC, is responsible for the management of the Post Compact M&E Plan. The unit is primarily responsible for coordinating and ensuring quality and accuracy in data collection and reporting on the indicators in this Plan. In addition, the unit provides in-country facilitation of the work all relevant consultants involved in data quality assessments, survey work, evaluations, and other M&E-related activities. MCC will fund and exercise oversight over evaluations that run into the post-Compact period.

Successful monitoring and evaluation depends on the effective involvement of other NPC staff, other GRN ministries and agencies providing data for programme monitoring, contractors and other key stakeholders. The M&E directorate of NPC will work closely with sector teams to track results and seek input on evaluations and other activities, with its public outreach team to communicate results to key stakeholders, and with relevant government ministries and state-owned enterprises¹⁴ to support their data collection and reporting efforts and to ensure data quality and accuracy. As part of its overall role as focal point in the development and implementation of a national M&E framework, the M&E directorate will provide technical support to assist these stakeholders in their data collection activities, coach teams as necessary, and issue relevant guidance. This will be done for broader M&E purposes, from which post-Compact M&E can benefit.

10.1 Responsibilities

The specific post-Compact responsibilities of NPC's M&E unit – most of which go beyond post-Compact M&E and speak to NPC M&E's broader role to lead and guide GRN's M&E efforts – include:

- Serve as point of contact for M&E issues related to the Compact;
- Align post-Compact M&E tasks into the overall set-up for national M&E management, including monitoring databases, reporting systems, surveys and other evaluation data, GIS information, and any other data sources and systems used for the national M&E function;
- Liaise with IPs to collect required annual performance data and related documentation for the ASR and ensure that it is submitted on time and to appropriate standards of quality, and that they are receiving adequate support to perform their M&E functions;
- Ensure that data are disaggregated by sex, age and income level, where practicable, and help ensure that gender issues are appropriately incorporated into evaluations;
- Directly participate in the monitoring of individual programme components through site visits, review of project reports and primary data, and review of secondary data;

¹⁴ Such government ministries include MCA-N Implementing Partners (MoE, NTA, MET, NTB, MAWF, and MLR) as well as, for example, the Namibia Statistics Agency.

- Participate in and/or oversee the work of data quality reviewers, assess data quality review results and serve as primary point of contact to implement any recommended changes or corrections, and conduct intermittent data quality checks to provide additional data quality oversight;
- Conduct synthesis of monitoring and other data to assess Programme effectiveness and whether objectives were met;
- Work with IPs and NPC senior leadership on reviewing the ASR and making decisions about what needs to happen to address risks, maximize Compact performance, and guide future programming;
- Conduct technical reviews (and coordinate same by other relevant GRN agencies) of all evaluation and survey deliverables, and key project performance deliverables;
- Facilitate in-country evaluation activities (e.g., writing letters informing Namibian stakeholders of upcoming data collection activities and, where relevant, encouraging cooperation) and in-country dissemination of evaluation findings;
- Identify opportunities to apply the learning from evaluations to future GRN and programme design and implementation;
- Coordinate input on and provide official responses on evaluations;
- Liaise with NPC and other GRN public outreach staff to incorporate Compact results and M&E data and information into external communication products and to ensure that performance results are communicated to the public (this includes dissemination of evaluation results and facilitation of related in-country presentations and posting reports and public-use data on the NPC website); and
- Review and revise the Post Compact M&E Plan as necessary.

Responsibilities for MCC include:

- Contract and manage independent evaluators and data collectors whose activities extend into the post-Compact period;
- Facilitate evaluator review and consideration of Namibian stakeholder input into the evaluations; and
- Provide guidance and training to the country on the detailed requirements for preparing the ASR.

10.2 Geographic Information System

A Geographic Information System (GIS) that visually displays Compact interventions and results was developed during the Compact period. It is fully operational, with ongoing maintenance and improvements. This tool, along with its user guides and other

documentation, will be handed over to NPC with the requisite orientation. The GIS may be updated with new monitoring figures and used for public outreach purposes. The NPC may also choose to repurpose it to include national development programmes and thus support the management and monitoring of the NDPs.

10.3 Budget

The GRN-funded component of the budget for post-Compact M&E activities is yet to be finalized but will consist of funding for the dissemination of evaluation findings via presentations and other modalities through which Compact results will be reported (e.g., brochures) as well as any data quality reviews that GRN decides to undertake.

MCC will pay for all Compact-related independent evaluations and related data collection activities that fall into the post-Compact period.

11. Other Miscellaneous Points of Note

As required by Section 3.7(b) of the Compact (which survives the expiration of the Compact pursuant to Section 5.3), GRN, through NPC (or otherwise), will continue to permit any authorized representative of MCC, the Office of the Inspector General, the US Government Accountability Office, any auditor responsible for an audit contemplated by the Compact or conducted in furtherance of the Compact, and any agents or representatives engaged by MCC or the Government to conduct any assessment, review or evaluation of the Compact Program, the opportunity to audit, review, evaluate or inspect activities funded by MCC Funding. Without limiting the foregoing, the Government, through NPC (or otherwise), will cooperate and coordinate with, and provide such documentation as may be requested from time to time by MCC or any consultants or representatives working for MCC in connection with any of MCC's post-Compact monitoring and evaluation activities in connection with the Namibia Compact Program.

For information about the Compact's achievements, the MCA-N website will be available for a limited period after the end of the Programme at: www.mcanamibia.org.

Annex 3: Summary of Modifications

Should the Post Compact M&E Plan be revised, this section will document the substantive changes made, particularly as they relate to modifications to indicators. Since this is the first version of the Plan, no such information exists for now.

Annex 4: Map of MCA-N Intervention Areas

A map of the Compact's intervention areas can be found on the next page.