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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 2**

to the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Namibia for 2022

**Action Document for Good Governance and Gender Equality**

**ANNUAL PLAN**

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

**1 SYNOPSIS**

**1.1 Action Summary Table**

<p><b>1. Title</b> <b>CRIS/OPSYS business reference</b> <b>Basic Act</b></p>	<p>Good Governance and Gender Equality CRIS number: NDICI AFRICA/2021/43554 OPSYS number: ACT-60882 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)</p>
<p><b>2. Team Europe Initiative</b></p>	<p>No Note: This action may potentially contribute to a TEI, if a TEI materialises in the future. This action is nevertheless highly relevant irrespective of whether there will be a TEI or not.</p>
<p><b>3. Zone benefiting from the action</b></p>	<p>The action shall be carried out in Namibia.</p>
<p><b>4. Programming document</b></p>	<p>Multiannual Indicative Programme 2021-2027 for Namibia</p>
<p><b>5. Link with relevant MIP(s) objectives / expected results</b></p>	<p><b><u>Good Governance:</u></b> <b>Specific Objective 3.2:</b> A more effective implementation of anti-corruption measures will foster efficient and accountable institutions <b>Result 3.2.1.</b> Enhanced capacity of the Anti-Corruption Commission <b>Result 3.2.2.</b> Enhanced capacity of oversight bodies, including parliament and supreme audit authorities (EURF) <b>Result 3.2.2.</b> Efficient implementation of the national Anti-Corruption strategy by relevant government institutions <b><u>Gender Equality/Combatting Gender Based Violence (GBV):</u></b> <b>Specific Objective 3.3:</b> The comprehensive implementation of the GBV Action Plan by the Minister of Gender Equality, Poverty Eradication and Social Welfare (MGPEWSW) will in the medium to long run reduce the prevalence of gender-based violence in Namibia's society</p>

	<p><b>Result 3.3.1.</b> Strengthened capacity of first responders to provide care and support to GBV survivors</p> <p><b>Result 3.3.2.</b> Strengthened procedures and infrastructure for improved service provision to GBV survivors</p> <p><b>Result 3.3.3.</b> Strengthened community networks for GBV prevention and response<sup>1</sup></p>			
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>				
<b>6. Priority Area(s), sectors</b>	DAC code: 150 (Government and Civil Society)			
<b>7. Sustainable Development Goals (SDGs)</b>	<p><u>Main SDG</u> SDG 16, main targets 16.1, 16.2, 16.3 and 16.4, 16.5</p> <p><u>Other significant SDGs and where appropriate, targets:</u> SDG 5, target 5.2</p>			
<b>8 a) DAC code(s)</b>	<p>DAC code 1 – 15113 Anti-corruption organisations and institutions</p> <p>DAC code 2 – 15118 Ending violence against women and girls</p> <p>DAC code 3 – 16010 Social Protection</p>			
<b>8 b) Main Delivery Channel</b>	<p>Channel 1: 41114 – UNDP</p> <p>Channel 2: 41119 – UNFPA</p>			
<b>9. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>

<sup>1</sup> “Result 3.3.4. Strengthened legal framework to prevent GBV”, indicated in the MIP will not be covered by this action. It has been assessed that the legal framework is more than sufficient and that the three result areas outlined shall be prioritised.

	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @ (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	<p>Budget line(s) (article, item): BGUE-B2022-14.020122-C1-INTPA</p> <p>Total estimated cost: EUR 2 740 000.</p> <p>Total amount of EU budget contribution EUR 2 500 000.</p> <p>This action is co-financed in joint co-financing by:</p> <ul style="list-style-type: none"> <li>- UNDP for an amount of EUR 100 000.</li> <li>- UNFPA for an amount of EUR 140 000.</li> </ul>			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing<sup>2</sup></b>	<b>Indirect management</b> with United Nations Population Fund (UNFPA) and United Nations Development Programme (UNDP).			

<sup>2</sup> Art. 27 NDICI

## 1.2 Summary of the Action

This action addresses gender equality and the fight against gender-based violence on the one hand and good governance, particularly support to anti-corruption measures on the other hand. Both areas of intervention are high on the Namibian governments agenda and feature prominently in the most relevant national development plans. The action seeks to support the government of Namibia in its endeavour to make significant progress in these two areas through supporting the implementation of the related policies and action plans in the respective sectors and through targeted capacity building of the relevant institutions. The action will mainly contribute to progress in SDG 16 (Peace, Justice and Strong Institutions) and SDG 5 (Gender Equality). It will do so by supporting and strengthening both Government and Civil Society organisations (DAC Code 150) and target priority sectors for the EU's development cooperation in 'Social inclusion and Human Development', 'Gender' and 'Human Rights, Democracy and Governance'. The action design is based on the analysis that in spite of an overall advanced legislative framework in place in both areas of intervention, the implementation and enforcement of the respective policies and action plans are significantly lagging behind Namibia's ambitions, for various reasons, ranging from lack of financial and technically adequate human resources and lack of coordination.

Priority sector 3 of the Multiannual Indicative Programme for Namibia 'Good Governance and Gender Equality' identifies the following results to be achieved:

**Result 3.2.1.** Enhanced capacity of the Anti-Corruption Commission

**Result 3.2.2.** Enhanced capacity of oversight bodies, including parliament and supreme audit authorities (EURF)

**Result 3.2.2.** Efficient implementation of the national Anti-Corruption strategy by relevant government institutions

**Result 3.3.1.** Strengthened capacity of first responders to provide care and support GBV survivors

**Result 3.3.2.** Strengthened procedures and infrastructure for improved service provision to GBV survivors

**Result 3.3.3.** Strengthened community networks for GBV prevention and response

This action design responds to the identified capacity gaps and institutional needs in a focussed, yet comprehensive manner and will contribute to the achievement of the results outlined above. It will do so by availing targeted capacity building opportunities to at least two main national institutions/ministries; Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW) and the Anti-Corruption Commission (ACC), but also other implementing Offices, Ministries and Agencies (OMAs), and by availing structured technical assistance. Grants to Civil Society Organisations (CSOs) will be of utmost importance for the achievement of the defined results, most notably in results area 3.3, for which CSOs, including women's organisations, will be playing a pivotal role. The proposed action in the field of anti-corruption responds to Namibia's political commitment and will intend to deter and prevent corruption in many forms. Given that corruption undermines good governance, jeopardizes inclusive growth and investments, depletes the natural environment and national resources, undermines social cohesion and the rule of law and usually hits the poorest segments of society the hardest, a full set of anti-corruption measures in Namibia must be rigorously implemented to stop the deteriorating trend. The planned intervention for Anti-Corruption therefore aims at strengthening some of the main pillars of the national integrity and accountability system for efficient, transparent and accountable institutions. The intervention will seek to contribute to a rigorous implementation of the National Anti-Corruption Strategy and Action Plan<sup>3</sup> and will ideally result in substantially reducing corruption and bribery in all its forms across many institutions and sectors, inclusive of the private sector entities.

The proposed action in the field of Gender Equality will mainly aim at a reducing the prevalence of gender based violence (GBV) in Namibia through a rigorous implementation of the GBV action plan by the MGEPESW and CSOs alike. A precondition for achieving progress in this respect is that the technical and coordination capacities of the ministry are enhanced significantly. The planned intervention shall, amongst others, result in strengthened capacity of first responders to provide care and support to GBV survivors, strengthened procedures and infrastructure for improved service provision to GBV survivors and strengthened community networks for GBV prevention and response. On the institutional capacity development side, the capacity of the MGEPESW to both

<sup>3</sup> <https://acc.gov.na/anti-corruption-strategy>

lead the implementation of gender aspects in other line Ministries while effectively the maintaining coordination role will be significantly enhanced. In coherence with the “Spotlight Initiative’s”<sup>4</sup> theory of change, the intervention will pay particular attention and strengthen civil society organisations and movements anchored in local communities, who are best placed to advocate for and pursue sustainable solutions to end violence against women and girls. The intervention shall cover a whole range of pillars ranging from “Institutions”, “Prevention”, “Service”, “Data” and “Women’s Movements”.

## 2 RATIONALE

### 2.1 Context

Support to **anti-corruption and the national integrity system as well as to gender equality** can contribute to a smooth transition to a more pluralistic, inclusive, and just democracy and better functioning institutions in Namibia. Enhanced anti-corruption initiatives and dedicated support to foster gender equality responds favourably to sustainable human development as a catalytic enabler to achieve progress on a whole range- if not all- SDGs. The two interventions foreseen under this action directly respond to the Namibian governments’ and the EU’s priorities: Both the fight against corruption and the fight for gender equality and against gender based violence have been identified amongst the national priorities in various relevant development plans. The interventions proposed to be funded, are closely aligned to the political ambitions of Namibia’s National Development Plan (NDP5)<sup>5</sup>, the Harambee Prosperity Plan II (HPPII)<sup>6</sup> and Vision 2030<sup>7</sup>. The action is also aligned with the European Commission’s priority “Human development, peace and governance” and will mainly contribute to progressively achieving the Agenda 2030 for Sustainable development, particularly SDG 5 (Gender Equality) and SDG 16 (Peace, Justice and Strong Institutions). The action will also be instrumental in reaching some of the objectives spelled out in the EU Delegations’ to Namibia Country Level Implementation Plan for GAPIII, the CSO roadmap for engagement with Civil Society in Namibia and the Human Rights and Democracy strategy for Namibia.

**Anti-Corruption:** The Government of the Republic of Namibia signed the United Nations Convention Against Corruption (UNCAC) in 2003, which was then ratified in 2004. Article 5 of the UNCAC requires State Parties to develop and implement a comprehensive and responsive National Anti-Corruption Strategy. This first strategy was developed under the leadership of the ACC, which was constitutionally established in 2006 by an Act of Parliament. In 2013, the ACC appointed a technical working committee to oversee the development of a specific National Anti-Corruption Strategy through an extensive consultative process which resulted in the first National Anti-Corruption Strategy 2016-2019. The strategy was internally evaluated in 2020 and a comprehensive national consultation process was initiated which eventually led to the presentation of the reviewed National Anti-Corruption Strategy and Action Plan 2021-2025 (NACSAP) in March 2022<sup>8</sup>. Addressing corruption has become a priority for the Government of Namibia. Increasing levels of corruption<sup>9</sup> are negatively correlated with public trust in state legitimacy and thus endanger the overall inspiring Namibian development path to become a mature, transparent and functioning democracy. The so-called ‘Fishrot scandal’, uncovered at the end of 2019, the ‘Recon Africa’ case of oil drilling in a fragile and biodiversity hotspot in 2020, and the more recently uncovered plans for uranium drilling projects by Russian companies in an equally sensitive ecosystem which is the Kalahari Basin in

<sup>4</sup> <https://www.spotlightinitiative.org/>

<sup>5</sup> <https://www.npc.gov.na/national-plans/national-plans-ndp-5>

<sup>6</sup> <https://hppii.gov.na/executive-summary/>

<sup>7</sup> <https://www.npc.gov.na/national-plans/vision-2030/>

<sup>8</sup> <https://acc.gov.na/anti-corruption-strategy>

<sup>9</sup> The **Transparency International Corruption Perceptions Index**, shows that perception of corruption is quite spread in Namibia. The Index placed Namibia at the 58 out of 180 countries with a score of 49, losing 2 positions compared to 2020 and losing 13 positions compared to 2015. This slightly negative trend has been established since the past years. Other corruption indicators are following a similarly negative trend, disaggregated by sectors and institutions:

<https://www.transparency.org/en/gcb/africa/africa-2019/results/nam>

The **Ibrahim Index of African Governance 2020**, shows a clear deteriorating trend for various governance indicators, including anti-corruption and transparency and accountability, an warning signs for gender equality. This negative trend is also underscored by the most recent **Global Corruption Barometer** (2019), which reveals that 78% of people thought that corruption has increased during the previous 12 months (63% in 2015) and 11% of public service users paid a bribe during the previous 12 months (7% in 2015). **Africa Integrity Indicators** support the overall negative trend for Namibia.

2021, and timer related corruption cases throughout the past decade at local and regional level<sup>10</sup> all serve to reinforce the perception that corruption is on the rise in Namibia, particularly in the sectors dealing with **natural resources** (including wildlife), **mining and marine resources**. Recent developments, e.g. the prospects of commercial offshore oil extraction and to the preparations for the production of Green Hydrogen in Namibia offer both enormous economic and development opportunities for Namibia, and opportunities for mismanagement at the same time. Clearly, the track record of natural resource management in Namibia during the past decades has been not only been successful, despite of the narrative of Namibia being a model for conservation and environmental protection. The depletion of Namibia’s natural resources can mainly be attributed to a partial failure of governance.<sup>11</sup> While large corruption scandals in the natural resource sector – all white collar crimes - are dominating the public discourse, cases of embezzlement, conflicts of interest, nepotism, public procurement scandals are surfacing on a regular basis. Corruption is also increasingly perceived in public service delivery that particularly affect vulnerable people, which is the majority of the Namibian population, threatening development outcomes in multiple sectors, including justice, health and education. At the same time, delays in both adoption and implementation of key legislation such as “Access to Information”, “Whistle-blower Protection Act”, “Witness Protection Act”, just to name a few, are being significantly delayed, weakening the performance potential of the integrity system in terms of transparency, accessibility and accountability. The prevalence of corruption is an area of immense concern for the government as well as for its population, donors and development partners - as it negatively effects growth, equal access to quality public services, discourages and deters domestic and foreign investors and reduces the impact of poverty reduction programmes. Support to strengthening vital pillars and institutions of the national integrity system Namibia to pro-actively implement the national Anti-Corruption Strategy and other relevant strategies and action plans will not only encourage positive transformations at institutional level, but it will also leverage direct positive effects on human development, reduce inequality and support informed public debate, awareness and enhanced oversight. More transparency and access to information will also decrease the information gap between the population and the government.

**Gender Equality:** The MGEPEWSW was established with the objective of ensuring the empowerment of women, men and children, and the equality between men and women as prerequisites for full participation in political, legal, social, cultural and inclusive economic development. However, despite of progressive legislation in place<sup>12</sup>, cultural practices, co-habitation and the continued economic marginalisation of women put women at a distinct disadvantage. The Namibian government has consistently promoted gender equality and women’s rights and is pursuing its objectives through the National Gender Policy (2010-2020)<sup>13</sup> and National Combatting GBV Plan of Action (2019-2023), as well as through a dedicated gender coordination mechanism. However, despite the high-level political commitment, GBV, which includes family violence<sup>14</sup>, remains a perennial problem in Namibia. The two most common forms of GBV in Namibia are rape and domestic violence. Both of these forms of GBV affect women and girls disproportionately more than boys and men. Namibia has made significant policy strides to address issues relating to assault and sexual violence (including harmful practices), however, GBV has reached a worrying dimension during the past decade and no signs of significant improvement are in sight<sup>15</sup>. Apart from the necessity to strengthen national institutions’ capacity to deliver comprehensive and integrated quality essential services such as health, social protection, policing and justice to survivors of GBV, there is also the need to enhance the support the technical capacity of the MGEPEWSW, particularly with regards to the implementation of the National Combatting GBV Plan of Action and the National Gender Policy, through the ministry itself, but also through other relevant ministries and agencies. The EU’s support to system strengthening will have a direct positive impact on victims of GBV and national bodies and inter alia law enforcement agencies in charge of combatting GBV, as well as on civil society organisations active in this area.

The Multiannual Indicative Programme 2021-2027 for Namibia has identified the fight against corruption and GBV and the support to Gender Equality as instrumental in strengthening the transparency, accountability, efficiency and service-delivery of a whole range of Namibian public institutions. This is where the EU’s support

<sup>10</sup> [https://ippr.org.na/wp-content/uploads/2012/06/IPPR\\_%20RISKCORRUPTION\\_Paper9.pdf](https://ippr.org.na/wp-content/uploads/2012/06/IPPR_%20RISKCORRUPTION_Paper9.pdf)

<sup>11</sup> <https://ippr.org.na/wp-content/uploads/2020/10/Depleting-natural-capital-web.pdf>

<sup>12</sup> The country has developed relevant pro gender legislations and frameworks. The government is also signatory to international conventions and commitments including CEDAW, Beijing Platform of Action, SDGs, African charter of peoples and human rights and its protocol related to women’s rights, SADC Protocol on Gender and Development.

<sup>13</sup> Under review, update expected to be tabled in 2022.

<sup>14</sup> <https://afrobarometer.org/press/majority-namibians-approve-parents-using-physical-force-discipline-their-children>

<sup>15</sup> <https://afrobarometer.org/press/majority-namibians-say-gender-based-violence-common-should-be-treated-criminal-matter>

can significantly contribute to national governance system strengthening. It is assumed that the strengthening of some key institutions can contribute to an overall enhanced governance performance, an improved enabling environment for Civil Society and the Private Sector and better public service delivery supporting progress in a whole range of SDGs, improving the well-being of Namibian men and women in all their diversity in the mid to long run. The action will seek to create synergies and complementarities with ongoing and future EU funded programmes under the MIP (e.g. in the area of Foundational Skills, Inclusive Green Growth and Good Governance) both also with Thematic and Regional programmes.

This action may potentially contribute to a TEI, if a TEI materialises in the future.

## 2.2 Problem Analysis

Namibia overall has a very **advanced legislative framework** for the protection of human rights and is signatory of most international and regional conventions on the matter, including on Gender Equality and Eliminating Violence against Women and Children. Namibia is also one of the few African countries that have adopted a National Human Rights Action Plan and is also participating on a voluntary basis in the African Peer Review Mechanism. On paper, the protection of political freedoms and socio-economic and human rights is guaranteed. Namibia also has also developed a second national anti-corruption strategy through a broad and consultative process which is up to international standards, which in most parts responds to the requirements under UNCAC. However, implementation and enforcement of the respective policies and action plans are **significantly lagging behind Namibia's ambitions**, for various reasons, ranging from lack of financial and technically adequate human resources and lack of coordination.

**Anti-Corruption:** While Namibia may suffer from less corruption compared to other countries in the Southern African region, corruption remains common and can be considered as endemic – both in the public and private sector, and at various levels. White collar crimes are predominantly found in Namibia, according to the Global Corruption Index.<sup>16</sup> The country's **public procurement sector** is particularly susceptible to corruption due to a whole range of reasons ranging from the monopoly of state-owned companies (parastatals), embezzlement, conflict of interest and the lack of access to information. Despite of a reform of the public procurement system, procurement processes are obscured by lack of transparency, lack of provision and access to information. While the natural resource sector is particularly relevant in terms of potential national economic losses, many other pertinent issues with regard to access to information, transparency and accountability also need to be addressed in a comprehensive manner. The Anti-Corruption Act is Namibia's primary anti-corruption law, covering passive and active bribery, attempted corruption, extortion and other offenses. A range of legislation covers other corruption offences<sup>17</sup>, however, despite a strong framework for curbing corruption, a strong political discourse to counter corruption and high pressure from civil society, enforcement of legislation is weak and inconsistent- at best. Namibia's state bureaucracy is inefficient and bloated, politically motivated appointments, as well as doubling of civil servants combined with mis-management, corruption, most notably in the area of natural resources and at local and regional government level with regards to access to public services. The proclaimed installation of 'robust governance structures' and 'improved systems, processes and institutions' has not yielded real tangible improvements during the past years.<sup>18</sup> Assets and interest declaration systems do not function effectively in the public sector and are not enforced leading to a strong disenchantment with political office holders. The ACC of Namibia serves as a coordinating secretariat of the national efforts to combat corruption. It is mandated to receive or initiate and investigate allegations of corrupt practices, to take measures for the prevention

<sup>16</sup> <https://risk-indexes.com/white-collar-crimes-map/>

<sup>17</sup> Prevention of Organised Crime Act, 2003 (Act No. 29 of 2004); Financial Intelligence Act, 2012 (Act No. 13 of 2012); The Criminal Procedure Act, 2004 (Act No. 25 of 2004); Banking Institutions Act, 1998 (Act No. 2 of 1998); Exchange Control Regulations, 1961 (GN R.1112 of 1961); The Public Service Act, 1995 (Act No.13 of 1995), Namibia Financial Institutions Supervisory Authority Act, 2001 (Act No.3 of 2001), Companies Act, 2004 (Act No. 28 of 2004); Regional Councils Act (Act No. 22 of 1992) and Local Authorities Act (Act No. 23 of 1992);

<sup>18</sup> <https://ippr.org.na/publication/namibian-governance-report-2015-20/>. Some legislation is passed with extensive delays in parliament and then falls short of being operationalised, so happened with the Access to Information Bill, highly relevant to enhancing transparency and accountability of public and private institutions. In the case of the Whistleblower protection act, the inaction of the Ministry of Communication and Information in operationalising it, led local civil society organisations to launch their own Whistleblower protection platform, with the support of the US Embassy in Windhoek. The objective of the "Integrity Namibia" project is to establish a sustainable National Anti-Corruption Network operating across civil society, private sector, the media, traditional authorities, faith-based organisations and other non-state actors.

of corruption in public and private bodies, to examine practices, systems and procedures to facilitate the discovery of corrupt practices and securing the revision of the practices, just to name the most relevant. However, the ACC, Namibia's primer anti-corruption body is facing significant challenges, both in reputational terms<sup>19</sup>, but most importantly in terms of technical, administrative and budgetary capacity to become a pro-active champion that is spearheading the implementation of the national anti-corruption strategy. At the same time, support to other relevant OMAs and key institutions of the national integrity system must be supported in the implementation of the anti-corruption measures foreseen for their respective institutions.

The proposed action responds to Namibia's political commitment to deter and prevent corruption in many forms. Given that corruption undermines good governance, jeopardizes inclusive growth and investments, depletes the natural environment and national resources, undermines social cohesion, human rights realisation and the rule of law and usually hits the poorest segments of society the hardest, a full set of anti-corruption measures in Namibia must be rigorously implemented to stop the deteriorating trend. The planned intervention for Anti-Corruption aims at strengthening some of the main pillars of the national integrity and accountability system for efficient, transparent and accountable institutions. The intervention will primarily seek to contribute to a rigorous implementation of the National Anti-Corruption Strategy and Action Plan and will ideally result in substantially reducing corruption and bribery in all its forms across all institutions and sectors, inclusive of the private sector entities.

With regards to the lack of **Gender Equality** and the omnipresence of GBV, the root causes can be found in inequity and discrimination, deeply rooted patriarchal values and norms that perpetuate unequal power relations between women and men, boys and girls. Against this backdrop various factors are even increasing the risk and vulnerability to GBV and influence the extent and expression of GBV. These factors include, amongst others, weak enforcement of legislations, inadequate capacity for essential service delivery (health, policing and justice and psychosocial). Additionally, community and family support networks are insufficiently developed, allowing for pervasive harmful gender and social norms to be perpetuated. The most common forms of GBV are sexual abuse and physical, economic, emotional, psychological violence, as well as harmful practices recognised by customary law marriages (e.g. sexual initiation rites)<sup>20</sup>. A prevalent type of GBV in Namibia is domestic violence against women and girls in intimate relationships and sexual violence, including rape. In Namibia, GBV prevalence is high with one in three women having experienced violence in their lifetime which is a staggering 32% of women by age 15. Food insecurity, drought, poverty and the remoteness of some human settlements disrupt access to essential GBV prevention information and services. More women and girls are at an increased risk of domestic violence including sexual violence given their inability to escape abusive partners and increased social-economic vulnerability. The cost of inaction against GBV has detrimental consequences on women and girls' physical, sexual reproductive health and mental health, as well as on their personal and social well-being. The mental health impacts for survivors of GBV include post-traumatic stress disorder, depression, anxiety, and substance misuse, self-harm and suicidal behaviours. Survivors of GBV may also face stigma and rejection from her community and family. Some of the health consequences of violence against women and girls include injuries, unwanted pregnancy (for teenagers these pregnancies often result in school drop-out and the abrupt end of scholarly and academic careers), sexually transmitted infections (STIs), including HIV. Shelters or safety home for victims of GBV providing essential services in an integrated way are currently not fully operational.

Against this backdrop, the planned intervention for Gender Equality will mainly aim at a reducing the prevalence of GBV in Namibia through a rigorous implementation of the GBV action plan by the MGEPEWS, for which the technical and coordination capacities of the ministry will need to be enhanced significantly. The planned intervention shall, amongst others, result in strengthened capacity of first responders to provide care and support to GBV survivors, strengthened procedures and infrastructure for improved service provision to GBV survivors and strengthened community networks for GBV prevention and response. On the institutional capacity development side, the capacity of the MGEPEWS to both lead the implementation of gender aspects in other line Ministries while effectively the maintaining coordination role must be significantly enhanced.

<sup>19</sup><https://acc.gov.na/documents/31390/31539/National-Corruption-Perception-Survey-Report-2016-Part-01.pdf/4a59006f-f859-11d5-aa06-ed8a69e37fa7>

<sup>20</sup> <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G16/062/16/PDF/G1606216.pdf?OpenElement>

**Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:**

**Anti-Corruption:**

**Namibian population:** Anti-Corruption is high on the media's and public's agenda. A majority of Namibians perceive corruption in Namibia as very high. The action in its entirety will positively affect the life of Namibian women and men through a decrease in corruption and corruption related improvements in the governance system. Women and men are subjected to corruption: 1) when accessing basic services, markets and credits; 2) while engaging in politics; 3) in situations where human rights are violated; 4) negligence and /or mismanagement.

**Civil Society including women's organisations and other associations representing the rights of those living in the most vulnerable situations:** Civil Society has a strong watchdog, awareness raising and consultative function for anti-corruption in Namibia. There are a couple of local organisations that are very versed in anti-corruption research and advocacy. Frustrations over the government's the lack of progress in advancing anti-corruption measures are very high within civil society, which has led to the launch of a project "Integrity Namibia", funded by the U.S Embassy. The overall aim of the project is to establish a sustainable national anti-corruption network operating across civil society, the private sector, media, traditional authorities, faith-based organisations and other non-state actors. Civil Society's pressure on government will significantly increase during the next years, supporting a more conducive environment for the implementation of the proposed EU action and creating synergies with CSOs and private sector's actions. Civil Society will also benefit from the action through targeted financial support through grants, where the needs arise.

**Media:** The media play a pivotal role in keeping the public discourse on corruption afloat by regularly and extensively informing the public about already ongoing corruption cases and new corruption cases. Apart of their informative function, they also play an important role in educating their audiences about corruption and most importantly, through their work they keep up and even increase the public pressure on the national integrity system. As part of civil society, they could also benefit from this action, e.g. through a small grant for investigative journalism and research training or whatever else is necessary to support the media ecology

**Office of the Prime Minister (OPM):** The OPM carries an oversight function for OMAs in ensuring enhanced public service delivery The OPMs Ethics and Integrity Division will be a critical stakeholders in supporting the advocacy and implementation of the National Anti-Corruption Strategy and Action Plan (NACSAP). The OPM has identified ethics and integrity champions across all OMAs who should champion the fight against corruption in their respective agency.

**Office of the President:** The Office of the President should play a key role in supporting advocacy towards ending corruption.

**Anti-Corruption Commission:** The ACC is the main anti-corruption body mandated to receive or initiate and investigate allegations of corrupt practices and to take measures for the prevention for the prevention of corruption in public and private bodies, amongst others<sup>21</sup>. The body is facing significant budgetary, capacity and reputational challenges. The action will address a whole range of capacity gaps of the ACC, including the strengthening of monitoring and evaluation frameworks, strengthening of the steering committee and other internal relevant structures.

**Office of the Prosecutor General:** The OPG plays a key role in Namibia's fight against corruption with regards to its prosecutorial powers. The office is facing capacity constraints, mainly at human resource and organisational/procedural level) which is creating back locks and significant delays, creating a challenge to for the country's anti-corruption efforts. The OPG could be supported by this action with targeted, needs based capacity building.

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<sup>21</sup>Anti-Corruption Act: [https://acc.gov.na/documents/31390/31509/Namibia\\_Anti\\_Corruption\\_Act\\_2003\\_R09-41.pdf/4729540e-8362-555c-a1bd-be9ebcb0a324](https://acc.gov.na/documents/31390/31509/Namibia_Anti_Corruption_Act_2003_R09-41.pdf/4729540e-8362-555c-a1bd-be9ebcb0a324)

**Office of the Auditor General:** Mandated to provide support and advisory services toward the administration on issues pertaining to Auxiliary Services, Human Resources Management, Finance and Information Technology, to OAG employees and other stakeholders. Ensuring that rules and regulations of administrative processes are correctly understood, implemented and complied to.

**The National Assembly:** The Parliament of Namibia is a bicameral legislature and consists of two houses: the National Council and the National Assembly. All cabinet members are also members of the lower house. This situation has been criticised by Namibia's civil society and the opposition as creating a significant overlap between executive and legislature, undermining the separation of powers. Activities to strengthening the integrity and transparency of Parliament as outlined in the NACSAP can be supported under this action. A parliamentary committee serves as the overall oversight body of the NASCAP to ensure accountability at national level. The ACC reports to parliament on implementation progress at the end of every financial year.

**Various line ministries, offices and agencies /administration:** Under the NASCSAP, all OMAs are to play their role in the implementation of the policy and clear responsibilities and “leads” are allocated. While this action in its flexible approach will endeavour to support as many strategic activities as possible, it will as a matter of priority mainly support activities in OMAs that are estimated to have a) a catalytic and/or systemic effect on the entire integrity system and/or b) are of mayor economic importance for Namibia (natural resources). It is therefore suggested to focus the attention of this action on the Ministry of Mines and Energy, the Ministry of Environment, Forestry and Tourism and the Ministry of Fisheries and Marine Resources, who may be supported in their endeavours to prevent corruption and promote transparency in the extractive industries, fishing and other living marine resources. The Financial Intelligence Centre is also a likely candidate for targeted support.

**Private Sector:** The private sector plays a pivotal role in both potentially committing and combatting corruption. Assisting private sector entities in developing internal integrity systems, compliance procedures and codes of ethics could be supported under this action, as well as support to specific private sector organisations, e.g. in the extractive industries (Chamber of Mines) to adopt and implement specific anti-corruption and transparency policies and procedures.

**Ministry of Justice and the Judiciary:** Particularly the Namibian court system struggles with significant backlogs and bottlenecks and clearly is facing capacity constraints, including to deal with complex organised crime and corruption cases. Some targeted support could be provided under this action, bases on a thorough needs and/or capacity gap analysis. Additionally the mechanisms to be enhanced with regard to access to legal services remains a challenge as women and men are deterred from coming forth to report corruption.

### **Gender Equality:**

The action will be implemented by various governmental partners and CSOs dealing with GBV.

**The Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPEWSW)** has the mandate to ensures gender equality, eradicate poverty, ensure socio-economic development and well-being of children and elderly people, ensuring equality and women’s empowerment, as well as uplifting marginalised communities and people with disabilities. With additional technical support the Ministry has the potential to effectively coordinate the implementation of GBV interventions with all stakeholders.

**Ministry of Health and Social Services (MoHSS)** focuses on the provision of integrated, accessible, and quality health and social welfare services including GBV services. The Ministry’s “niche” relevant to the intervention is the ability to clinically respond to GBV survivors including, including through the provision of psychosocial support services. The ministry also has community health extension workers who are instrumental in reaching the furthest with information GBV prevention and response services.

**The Ministry of Safety and Security** Namibian Police Force (NAMPOL) and City Police ensures internal security, maintain law and order and protection of citizens by providing safe and human custody of offenders while assisting them in their rehabilitation and social re-integration as law-abiding citizens. NAMPOL leads the collection, management and dissemination of administrative data on GBV.

**Ministry of Justice** provides legal services and access to justice including to GBV survivors and perpetrators.

**Civil Society:** There are many CSOs operating in the space of gender equality, women empowerment and GBV namely which will be important partners for both coordination and implementation of the activities to be implemented under this intervention.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The **Overall Objectives** (Impact) of this action is to **Substantially reduce corruption and bribery in all their forms** (SDG) and to **reduce the prevalence of Gender-Based-Violence**

The **Specific(s) Objective(s) (Outcomes)** of this action are to:

**SO1.** To strengthen the management and technical capacity of the ACC of Namibia to comprehensively fulfil its mandate as well as improve its cooperation with other institutions involved in the fight against corruption

**SO2.** Effective implementation of the National Anti-Corruption Strategy and Action Plan (NACSAP)

**SO3.** To strengthen the management and technical capacity of the MGEPEWSW as well as improve its coordination with other institutions involved in promoting gender equality and women's empowerment

**SO4.** Effective implementation of the Gender-Based Violence (GBV) Action Plan<sup>22</sup>

The **Outputs to be delivered** by this action contributing to the corresponding Specific Objectives (Outcomes) are:

**contributing to Outcome 1** (or Specific Objective 1):

**1.1** Strengthened capacities of the ACC to effectively execute its mandate/functions<sup>23</sup> and to effectively coordinate, monitor and evaluate the implementation of the NACSAP 2021-2025

**contributing to Outcome 2** (or Specific Objective 2):

**2.1** Strengthened capacities of and supported initiatives in various OMAs in relation to the implementation of the NACSAP 2021-2025

**contributing to Outcome 3** (or Specific Objective 3):

**3.1** Strengthened leadership role and capacities of the MGEPEWSW in overseeing the implementation, monitoring of the National Gender Policy (including the Gender coordination mechanism)<sup>24</sup>

**3.2** Strengthened capacities of the MGEPEWSW to coordinate the prevention, response and protection services in addressing GBV<sup>25</sup>

**contributing to Outcome 4** (or Specific Objective 4)

<sup>22</sup> Effective implementation requires both adequate budgetary allocations and capacity building of stakeholders to implement the prioritized actions. Both dimensions are covered under this Special Objective.

<sup>23</sup> As laid out in the Anti Corruption Act 2003

[https://acc.gov.na/documents/31390/31509/Namibia\\_Anti\\_Corruption\\_Act\\_2003\\_R09-41.pdf/4729540e-8362-555c-a1bd-be9ebcb0a324](https://acc.gov.na/documents/31390/31509/Namibia_Anti_Corruption_Act_2003_R09-41.pdf/4729540e-8362-555c-a1bd-be9ebcb0a324)

<sup>24</sup> This SO is related to institutional support.

<sup>25</sup> This SO is related to institutional support.

**4.1** Enhanced capacities of relevant actors (including communities networks) for the elimination, prevention and protection against all forms of sexual and gender-based violence, harmful social norms and practices<sup>26</sup>

**4.2** Strengthened procedures and infrastructure for improved service provision to GBV survivors<sup>27</sup>

### 3.2 Indicative Activities

#### Activities relating to Output 1.1

- Activities supporting **the technical and operational capacity** of the **Anti-Corruption Commission as the secretariat of the NACSAP** and other relevant anti-corruption bodies.
- Capacity building of secretariat cluster staff, steering committee, prosecutors and investigators (particularly on impartiality in corruption related cases)
- Support to development of a national Corruption Risk and Vulnerability Assessment
- Strengthen the capacity of ACC and its cluster leads, investigators and prosecutors through joint regular trainings
- Support to anti-corruption related data collection
- Support to update and for the disaggregation of the existing monitoring tools and indicators for the ACC to monitor achievement of SDGs and to assess the degree of transparency at the central, regional and municipal levels<sup>28</sup>
- Support to examining and revision of practices, systems and procedures of public bodies and private bodies (e.g. Standard Operating Procedures) that require permits and approvals to deter corruption (mainly related to investment projects, extraction of natural resources etc.)
- Support to procurement of digital technology relevant for the investigative work of the ACC (e.g. for digital forensics, IT systems, block chain technology and reporting platforms/mechanism) and support to the training in the use of new digital technologies
- Support to Anti-Corruption Education, to enhance ownership of the national strategy
- Support to capacity building on the international aspects of money laundering and illicit financial flows
- Realisation of a gender analysis on corruption
- Support the enhancement of women leadership and participation on the decision-making processes in all corruption related institutions

#### Activities relating to Output 2.1

- Support to the implementation of measures foreseen under the strategic priorities of the NACSAP **to the various relevant OMAs and other bodies of the national integrity system, specifically relating to political accountability, inclusivity and transparency, preventing corruption, deterring corruption, promotion of dialogue and engaging CSOs), such as:**
- Support to the harmonisation of the relevant legislation, including to further foster decentralisation and promote accountability as well as women's leadership and participation
- Activities to prevent corruption and promote transparency in the extractive industries, fishing and other living marine resources
- Support Namibia in joining the Extractive Industries Transparency Initiative for good governance of oil, gas and mineral resources
- Support to extractive industry bodies to adopt and implement specific anti-corruption and transparency policies and procedures as well as the UN guiding principles on Human Rights and Private Sector (and other private sector operators)
- Activities to enhance the analytical and oversight capacity of the auditor general, particularly through developing systems to oversee Namibia's natural assets/capital

<sup>26</sup> This SO is related to prevention and social norm change.

<sup>27</sup> This SO relates to services provided by government service and CSOs.

<sup>28</sup> This is likely to be supported by TAIEX, to be confirmed.

- Activities to support fiscal transparency in the Auditor General's office
- Support to activities relating to public procurement systems and transparency and accountability in budget management (particularly in the extractive industries, public works and medical supplies sectors)
- Support to training for national budget oversight institutions (e.g. parliamentary public accounts committee) and foster links with the auditor general and the ACC; support to develop digital solutions to increase transparency and accountability
- Activities relating to ensuring public financial and asset disclosure of public officials (e.g. digital asset declaration of interests and assets, including cash)
- Support to the prosecutor general, particularly with regards to enhancing the offices capacities in investigations
- Support to Civil Society organisations to exercise their watchdog/awareness raising/consultative/educative function through small grants
- Support to the operationalisation of the whistle-blower protection act
- Support to activities that aim at enhancing transparency and access to information (ATI) in various key OMAs (mainly processes and IT related activities) and other bodies of the national integrity system, and supporting adequate digital literacy to ensure effective use of digital technologies
- Support to activities aiming at strengthening the integrity and transparency of Parliament
- Support to the Bank of Namibia / Financial Intelligence Centre to detect financial illicit flows/money laundering

#### **Activities relating to Output 3.1**

- Technical Assistance to support to the MGEPEWSW to strengthen its capacity for coordination (horizontal and vertical) and implementation of the national Gender Policy, GBV PoA to provide gender specific provisions of GBV prevention in various legislative processes, monitoring and implementation of GBV legislative and policy frameworks in line with national, regional and international commitments
- Strengthening the functioning of the established Gender working groups and GBV clusters at national and regional levels through technical support
- Capacity building on gender sensitive budgeting for all line ministries and other relevant agencies

#### **Activities relating to Output, 3.2**

- Training of key government institutions and other relevant partners, including CSOs, to deliver essential services and efficient referral mechanisms (inter-agency coordination, including support to digital solutions) strengthening capacity of frontline service providers and communities to deliver quality GBV services
- strengthening availability and accessibility of a comprehensive package of GBV services.

#### **Activities relating to Output, 4.1**

- Capacity building for social workers to support children in preparing for court processes and find solutions for children affected by SGBV in the family setting, including temporary alternate family-based care
- Activities supporting the technical capacity on GBV of specialised service providers provided (e.g. police, legal officers, social workers; registry staff et al., including the multi-disciplinary training for all service providers to understand how their component fits into timely comprehensive/integrated service delivery.)
- Activities supporting community networks in preventing and responding to GBV (engaging religious leaders, traditional authorities, community leaders, men and boys to be models of positive masculinity; awareness raising through innovative tools and technologies)
- Strengthening the capacities and to the Women and Men Network and community policing initiative for enhanced reporting flow on GBV cases and coordination with GBV protection units and NAMPOL and City Policy

#### **Activities relating to Output, 4.2**

- Training of relevant shelter staff on SOPs to deliver on comprehensive case management, clinical Management of Rape (CMR), Psycho-social support, etc.
- Strengthening existing shelters' procedures and operational support to shelters that provide temporary accommodation for protection and security including medical care, psychosocial support, social work services, legal aid, and connections to social safety nets, linkages to economic empowerment and sustainability programmes, potentially with the support of CSOs

This action may potentially contribute to a TEI, if a TEI materialises in the future.

### 3.3 Mainstreaming

#### **Environmental Protection & Climate Change**

The action is very unlikely to have adverse impacts on the environment. Quite to the contrary, in the area of anti-corruption it is likely to have positive impacts on the environment, as one of the objectives of anti-corruption measures will be a more accountable, transparent and efficient management of natural resources, including of resources pertaining to the extractive industries, forestry and marine resources. Policy dialogue at the formulation and implementation stage — and throughout the programme and project cycle — will provides an opportunity for strengthening these aspects even further. Together with the EUD, UNDP through their country programme and sector relevant activities will be well placed in this regard and aim at strengthening institutional capacities of stakeholders and coordination mechanisms.

#### **Gender equality and empowerment of women and girls**

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. Interventions in support to combatting Gender-Based Violence and at strengthening Gender Equality are labelled as G2, whereas interventions in support to anti-corruption are labelled G1. With regards to the proposed intervention in Anti-Corruption and recognising the fact that in a global context, corruption entrenches gender inequality and, vice versa, gender inequalities allow corruption to spread, specific attention will be paid to incorporating relevant and targeted gender aspects into the activities rolled out under the action according to international good practices (such as increasing the women participation and leadership in all decision-making processes and in all corruption related institutions).<sup>29</sup> The action will advance the priorities of the EU's Gender Action Plan (GAP) III.

#### **Human Rights**

Corruption seriously undermines all human rights - civil, political, economic, social and cultural, as well as the right to development. It weakens democratic institutions and principles, which often leads to breaches of civil and political rights and to the erosion of citizens' trust in their governments. Corrupt management of public resources (including natural resources) compromises the government's ability to deliver an array of services, including health, educational and welfare services, which are essential for the realisation of economic, social and cultural rights. Corruption creates discrimination in access to public services, whereby economically and politically disadvantaged people tend to suffer the most. This intervention will therefore address some of the root causes and include a whole range of stakeholders that are relevant for the implementation of anti-corruption measures. This includes enhanced performance, transparency and accountability. The intervention will also focus on the empowerment of youth and women and other marginalised groups in protection of their rights and legitimate interests which are often affected by corruption. Support to Gender Equality and Combatting GBV will directly benefit the women of Namibia and particularly the most vulnerable, such as survivors of GBV. Active involvement of CSOs will enable effective monitoring of the implementation progress.

#### **Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that disability will be a crosscutting priority throughout all interventions funded under this action. The activities,

<sup>29</sup> The time is now: Addressing the gender dimensions of corruption ([https://www.unodc.org/documents/corruption/Publications/2020/THE\\_TIME\\_IS\\_NOW\\_2020\\_12\\_08.pdf](https://www.unodc.org/documents/corruption/Publications/2020/THE_TIME_IS_NOW_2020_12_08.pdf)) and Mainstreaming Gender in Corruption projects ([https://www.unodc.org/documents/Gender/20-05712\\_Corruption\\_Brief\\_ebook\\_cb.pdf](https://www.unodc.org/documents/Gender/20-05712_Corruption_Brief_ebook_cb.pdf))

outputs and outcomes resulting from the interventions will contribute to improving inclusion of marginalised and excluded groups such as people with disabilities through improvements in their access to services.

### Democracy

Corruption weakens democracies. Democratically elected governments are elected and entrusted by the citizens of a country to act in their interest. Corruption undermines human development by diverting public resources to private gain and reducing access to public services. Achieving development goals however will largely depend on the quality of governance and the level of effectiveness, efficiency and equity in the generation, allocation and management of resources. Corruption is an aspect of poor governance that undermines trust and fuels disenchantment in politics and democratic institutions. It fuels protest, populism, and anger and has the potential to undermine national security. It also undermines our efforts to tackle COVID-19 and will undermine attempts to ‘build back better’. With regards to Gender Equality, democracy building processes and institutions will remain partial and flawed if they continue to exclude or marginalise women, youth, people living with disabilities and minorities both as protagonists and as beneficiaries of democracy and democratic changes. Systemic and systematic marginalisation and exclusion of any segment of the population in democracy undermines the very promise of democracy. The need to address patterns of exclusion, structural barriers, stereotypes and unequal power relations that produce and reproduce exclusionary practices and outcomes in societies is a democratic imperative which cannot be over emphasised.

### Conflict sensitivity, peace and resilience

Although not the core focus of this action, support to Anti-Corruption and Gender Equality and Combatting GBV is vital for conflict prevention, resilience and security in all contexts. Support to anti-corruption enhances trust in representative democracy, democratic institutions and political actors. Gender-based violence and violence against children undermines perceptions of security, erodes social cohesion and individual and collective resilience. Support relevant OMA and for civil society in service delivery under the action is expected to strengthen conflict prevention and resilience in this regard and support to anti-corruption measures will contribute to social stability, resilience and peace.

### Disaster Risk Reduction

Not applicable.

### Other considerations if relevant

Not applicable.

## 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1 External Environment	<b>Lack of political ownership</b> of Government of Namibia	<b>L</b>	<b>H</b>	Use of political dialogue, public diplomacy and policy dialogue, coordination of advocacy with other development partners and EU Member States
1 External Environment	<b>Lack of cooperation</b> from the side of some Namibian beneficiaries (some OMA may be more reluctant to receive support than others), most notably in the	<b>M</b>	<b>H</b>	Continued policy dialogue; strong involvement of beneficiaries in the preparation of the support provided under the action. High level communication activities and advocacy.

	area of anti-corruption support. Not to be expected in the Gender Equality component).			
2 Planning, processes and systems	Weak organizational capacity to implement agreements under the Action	<b>M</b>	<b>H</b>	Activities under the action shall specifically support strengthening OMA and CSOs organizational capacities.  Demand-driven capacity development training in favour of OMA and CSOs in order to improve their implementation capacities. Support to OMA could upon demand also be reinforced by peer-to-peer technical assistance, e.g. TAIEX.

**Lessons Learnt:**

**Anti-Corruption:** According to available good practices about interventions in the field of anti-corruption, there is no one-size fits all approach, as anti-corruption measures do not only constitute a technical process (e.g. through the implementation of key areas spelled out in a national action plan), but they are also embedded in a highly political context, in which the determining factors (change of leadership, new personnel on the top of a specific agency) may change, for the good or for the worse. Anti-corruption measures must therefore be based on a thorough analysis of political economy and its contexts and it is important to keep the action design as open and flexible as possible, in order to be able to also respond to unexpected changes in a flexible manner. The assumption is that with a flexible approach and targeted actions, the intervention will deliver significant results. Technical support to the ACC and to the national integrity system to implement anti-corruption measures to date has been limited, both in terms of involvement of development partners (where UNDP and UNDESA were the only partners) and in financial support to the implementation of the NACSAP. The lessons learned so far have been incorporated in the action design of this action document. They relate mainly to lack of data and information on the implementation of the NACSAP, the lack of capacity and expertise at the ACC, the unavailability of financial resources and the lack of coordination of parts of integrity system. This action aims to address these bottlenecks at various levels. Furthermore, the proposed intervention will try to strike a balance between specific anti-corruption tools (which tools serve **only** corruption) and a larger framework (which tools **also** serve corruption). Recognising that any significant change in corrupt practices depends on the entire chain of governance, the intervention is proposing support to both **key institutions** of the integrity system, **to specific/key sectors** (natural resources management, amongst others) that have a strong impact on national economics and to **key processes vulnerable to corruption** (e.g. procurement).

**Gender Equality/Combatting GBV:** The fight against gender-based violence and for gender equality, despite being high on the political, media and citizen's agenda, has not really gained speed during the past years. Gender-based violence has even increased during the last years. Many actors, CSOs, foundations – national and international – are active in the field, and their work and achievements are commendable, however, the overall results remain fragmented and sometimes limited to few locations and regions in Namibia. The national coordination mechanism (Clusters) led by the MGEPEWS is operational, but it is not efficient: There is no allocation to CSOs by the MGEPEWS to actually implement the National Action Plan for combatting GBV, the ministry's budgetary means are limited and the coordination of the above mentioned relevant stakeholders (Ministry of Health and Social Services, Police, Social workers etc.) is insufficient. Lessons learned point to the importance of more effective coordination to enhance synergies, resource maximization, mutual accountability and the promoting of programme sustainability. Processes and services must be streamlined at national level. Capacity development at various level facilitates involvement of lawmakers, duty bearers etc. and is key for dissemination and enforcement of GBV related laws. Lessons learned also imply that a continued engagement in capacity development on existing laws and policy framework for duty bearers remains pivotal to implement and enforce both Gender Equality and GBV legislative and policy frameworks. Another important lesson learned is that translation and popularization of GBV related laws and policy frameworks will

increase understanding and application of laws which can serve to change social norms as a preventive and response measure while facilitating care and support to GBV survivors. Community and traditional leaders play an important gatekeeping role in this regard. The media have helped tremendously during the past years to cover and uncover deeply rooted patriarchal values and social norms that perpetuate unequal power relations between women and men, girls and boys, which is one of the primary causes of the high levels of GBV in Namibia.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is as follows:

The Action, which address anti-corruption and gender equality in broad terms. It intends to, through the specific activities highlighted in chapter 3 of this document, strengthen the capacities of the ACC of Namibia to effectively execute its mandate/functions and to effectively coordinate, monitor and evaluate the implementation of the NASCAP 2021-2025 [Output 1.1], strengthen the capacities of and support the anti-corruption initiatives in various OMAs in relation to anti-corruption measures [Output 2.1]; strengthen the leadership role and capacities of the MGEPEWSW in overseeing the implementation, monitoring of the National Gender Policy [Output 3.1], and in coordinating the prevention, response and protection services addressing GBV in Namibia [Output 3.2]. It equally intends to enhance the capacities of relevant actors who in turn will support the elimination, prevention and protection against all forms of sexual and gender-based violence [Output 4.1] as well as to strengthen procedures and infrastructure for improved service provision to GBV survivors [Output 4.2].

A core assumption for the implementation of the activities and for the attainment of subsequent outcomes is that the relevant OMAs and civil society organisations in both sectors covered by this action are able to engage in implementation and dialogue.

If these Outputs are delivered and the assumptions at the level of Outputs hold true, this will ensure the realization of the objectives to Strengthen the management and technical capacity of the ACC of Namibia to comprehensively fulfil its mandate as well as improve its cooperation with other institutions involved in the fight against corruption [Outcome 1], to effectively implement the NACSAP [Outcome 2], to strengthen the management and technical capacity of the MGEPEWSW as well as improve its coordination with other institutions involved in promoting gender equality and women's empowerment [Outcome 3], and to effectively implement the Gender-Based-Violence Actin Plan [Outcome 4].

A core assumption for the attainment of these Outcomes is that relevant OMAs and CSOs are capacitated and contribute to the implementation and monitoring of national policies and action/development plans, including through active EU engagement and support for such capacity building and support to implementation.

If the Outcomes are achieved and the assumptions at this level hold true, this will in turn contribute to the long-term objectives of the Action to Substantially reduce corruption and bribery in all their forms (SDG) and to reduce the prevalence of Gender-Based-Violence [Overall Objective/Impact].

### 3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	<p>1. To substantially reduce corruption and bribery in all their forms</p> <p>2: To reduce the prevalence of Gender-Based-Violence</p>	<p>1. Improved scoring/ranking of Namibia in relevant international integrity rankings**</p> <p>2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner, in the previous 12 months, by form of violence and by age (SDG 5.2.1)</p> <p>2.2 Number of cases of SGBV reported to the police per year</p>	<p>1 TA CPI: 58/180</p> <p>2.1 National Health Demographic Survey: 33%(2013)<sup>30</sup></p> <p>2.2 5174 (2021)</p>	<p>1. 50/180</p> <p>2.1 20% (2027)</p> <p>2.2 to be established by the action</p>	<p>1. CPI Index/Transparency International, Afro barometer, Global Corruption Barometer, Ibrahim Afircan Governance et al.</p> <p>2. Official Ministries' data (National Health Survey); endline survey conducted and budgeted by the EU intervention</p>	<i>Not applicable</i>
<b>Outcome 1</b>	Strengthened management and technical capacity of the Anti-Corruption Commission of Namibia to comprehensively fulfil its mandate as well as improve its cooperation with other institutions involved in the fight against corruption	1.1 Extent to which the Anti-Corruption Commission is capable of comprehensively executing its mandate and cooperate with other institutions in the fight against corruption	1.1. Qualitative indicator to be established during the inception phase of the intervention	1.1 to be established by the action	<p>1.1 Start and endline survey</p> <p>1.2 EU intervention monitoring and reporting system; annual and final reports from the implementing organisation</p>	ACC capacitated to fulfil its mandate and improve cooperation with other institutions of the national integrity system and other OMA's relevant for the implementation of the NACSAP
<b>Outcome 2</b>	National Anti-Corruption Strategy and Action Plan (NACSAP) effectively implemented	2.1 Numbers of activities stipulated under the strategic objectives of the NACSAP implemented with EU support	2.1 0	2.1 to be established by the action	2.1 EU intervention monitoring and reporting system; annual and final	OMSs have been capacitated to effectively implement activities the NACSAP

<sup>30</sup> The next National Demographic Health Survey is going to be conducted in 2022, baseline will be adjusted after publication of results.

					reports from the implementing organisation	
<b>Outcome 3</b>	Strengthened management and technical capacity of the Ministry of Gender Equality, Poverty Eradication and Social Welfare as well as improved coordination with other institutions involved in promoting gender equality and women's empowerment	3.1 Extent to which all relevant state actors -such as police, justice sector, social services and health care actors- coordinate actions to end gender-based violence	3.1. Qualitative indicator to be established during the inception phase of the intervention	3.1 to be established by the action	3.1 Start and endline Surveys and EU intervention monitoring and reporting system; annual and final reports from the implementing organisation	Ministry of Gender capacitated able to engage in implementation and dialogue under this programme
<b>Outcome 4</b>	Gender-Based Violence (GBV) Action Plan effectively implemented	4.1 Extent to which measures supported by the EU to prevent and combat sexual and gender-based violence are effective in preventing sexual and gender-based violence and providing services to survivors	4.1 Qualitative indicator to be established during the inception phase of the intervention	4.1 To be established by the action	4.1 EU intervention monitoring and reporting system; annual and final reports from the implementing organisation, ROM	OMAs and Civil Society have been capacitated and support the implementing of the GBV action plan
<b>Output 1 relating to Outcome 1</b>	1.1 Strengthened capacities of the Anti-Corruption Commission to effectively execute its mandate/functions and to effectively coordinate, monitor and evaluate the implementation of the NASCAP 2021-2025	1.1.1 Number of capacitated ACC technical staff 1.1.2 Number of anti-corruption mechanisms developed and implemented to close loopholes 1.1.3 Efficient monitoring and evaluation system in place and operational	1.1.1 0 1.1.2 0 1.1.3 to a low extent	1.1.1 to be established by the action 1.1.2 12 1.1.3 to a significant extent	1.1.1 EU intervention monitoring and reporting system; annual and final reports from the implementing organisation  1.1.2 Official government data, gazettes, EU intervention and reporting system,  1.1.3. Baseline assessment, end of project assessment	Capacity development must be ensured and strengthened at personal and institutional level, due to the risk of staff turnover.

<p><b>Output 2</b> <b>relating to Outcome 1</b></p>	<p>Strengthen capacities of and supported to anti corruption initiatives in various OMs in relation to the implementation of the NACSAP 2021-2025</p>	<p>1.2.1 Number of capacitated OMs technical staff</p> <p>1.2.2 Number of NASCAP strategic actions implemented by OMs with EU support</p>	<p>1.2.1: 0</p> <p>1.2.2: 0</p>	<p>1.2.1 to be established at the beginning of the intervention</p> <p>1.2.2 to be established at the beginning of the intervention</p>	<p>1.2.1 EU intervention monitoring system; annual and final reports from the implementing organisations</p> <p>1.2.2 EU intervention monitoring system; annual and final reports from the implementing organisations; government and ACC reports</p>	
<p><b>Output 3</b> <b>relating to Outcome 3</b></p>	<p>3.1 Strengthened leadership role and technical capacities of the Ministry of Gender in overseeing the implementation of the National Gender Policy (including the Gender coordination mechanism)</p> <p>3.2 Strengthened capacities of the Ministry of Gender to coordinate the prevention, response and protection services in addressing GBV (past participle )</p>	<p>3.1.1 Extent of Coordination with other organizations evident through internal reporting mechanisms (Number of coordination mechanisms supported with EU support)</p> <p>3.2.2 Number of functioning GBV clusters at National, Regional and Local levels</p>	<p>3.1.1. to some extent</p> <p>3.2.2: 1 (GBV and Human Rights Cluster at national level)</p>	<p>3.1.1 to a large extent</p> <p>3.2.2 To be determined at the beginning of the interventions in line with the new National Gender Policy</p>	<p>EU intervention monitoring and reporting system; annual and final reports from the implementing organisation, ROM</p>	<p>Gender coordination mechanism will continue to be a critical vehicle for the implementation and reporting on the new National Gender Policy</p>
<p><b>Output 4</b> <b>relating to Outcome 4</b></p>	<p>4.1 . Enhanced capacities of relevant actors (including community networks) for the elimination, prevention and protection against all forms of sexual and gender-based</p>	<p>4.1.1 EU RF: Number of CSOs benefitting from EU support to implement activities of the GBV action plan</p>	<p>4.1.1: 4</p>	<p>4.1.1. to be established by the action (call for proposals)</p>	<p>EU intervention monitoring and reporting system; annual and final reports from the</p>	

	violence, harmful social norms and practices	4.2.1 # of GBV survivors provided with shelter	4.2.1 121	4.2.1: 250	implementing organisation, ROM	
	4.2 Strengthened procedures and infrastructure for improved service provision to GBV survivors	4.2.2 Standard Operating Procedures for shelters fully implemented in all regional shelters (8)	(GVB survivors housed at the shelters since Nov 2021- May 2022) 4.2.2: 0	4.2.2 : 8	Official government reports/data	

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the partner country.

### 4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is **60 months** from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### 4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.

#### 4.3.1 Indirect Management with a pillar assessed entity

A part of this action may be implemented in indirect management with **UNDP**. This implementation entails managing the technical and financial aspects of all project components, including administrative tasks, with the exception of evaluation and audit. The technical assistance will be provided to the ACC of Namibia and to all other relevant OMA entities and stakeholders for the comprehensive implementation of the NACSAP. UNDP would carry out the following budget-implementation tasks: conducting procurement of services and grant awards (to civil society) procedures and managing the resulting contracts, carrying out payments. This implementation entails the activities foreseen under result areas of the MIP for Namibia:

**Specific Objective 3.2:** A more effective implementation of anti-corruption measures will foster efficient and accountable institutions

**Result 3.2.1.** Enhanced capacity of the ACC of Namibia

**Result 3.2.2.** Enhanced capacity of oversight bodies, including parliament and supreme audit authorities (EURF)

**Result 3.2.2.** Efficient implementation of the national Anti-Corruption strategy by relevant government institutions.

The envisaged entity has been selected using the following criteria:

- Specific experience in support to governance architecture
- Specific experience in developing anti-corruption policy and action plans and integrating them into government policies in a development context
- Specific experience in multi-sectorial responses and with working with Government institutions (particularly linking the governance and processes with relevant sectors such as natural resources management, inclusive green growth, amongst others)
- Previous experience in the sector in the country
- Sufficient operational, logistical, management and financial capacities

- Development and strategic approach aligned with EU global priorities and the EUs MIP priorities in the country<sup>31</sup>

In addition to the points mentioned above, there is a solid working relationship between UNDP and the Namibian government, UNDP is recognised as a reliable and trustworthy development partner, and a memorandum of understanding is in place with the ACC of Namibia. The activities have been jointly formulated with the government (ACC, NPC), UNDP and other stakeholders, most notably civil society organisations.

#### 4.3.2 Indirect Management with a pillar assessed entity

A part of this action may be implemented in indirect management with **UNFPA**. This implementation entails managing the technical and financial aspects of all project components, including administrative tasks, with the exception of evaluation and audit. The technical assistance will be provided to the Ministry of Gender, Poverty Eradication and Social Welfare. UNFPA would carry out the following budget-implementation tasks: conducting procurement of services and grant awards (to civil society) procedures and managing the resulting contracts, carrying out payments etc. This implementation entails the activities foreseen under result areas of the MIP for Namibia:

**Specific Objective 3.3:** The comprehensive implementation of the GBV Action Plan by the MGEPEWSW will in the medium to long run reduce the prevalence of violence in Namibia’s society

**Result 3.3.1.** Strengthened capacity of first responders to provide care and support to GBV survivors

**Result 3.3.2.** Strengthened procedures and infrastructure for improved service provision to GBV survivors

**Result 3.3.3.** Strengthened community networks for GBV prevention and response

The envisaged entity has been selected using the following criteria:

- Specific expertise in Gender Equality, combatting Gender Based Violence and related areas of intervention such as sexual reproductive health, child protection etc.
- Specific experience in developing anti-corruption policy and action plans and integrating them into government policies in a development context
- Specific experience in multi-sectorial responses and with working with Government institutions (particularly linking social, educational, health services in the context of Gender Equality and combatting Gender based violence)
- Previous experience in the sector in the country
- Sufficient operational, logistical, management and financial capacities
- Development and strategic approach aligned with EU global priorities and the EUs MIP priorities in the country

In addition to the points mentioned above, there is well established working relationship between UNFPA and the Ministry of Gender, Child Welfare and Poverty Eradication. UNFPA has been supporting the ministry since many years at technical level. The related activities have been jointly formulated with the government (Ministry of Gender, Child Welfare and Poverty Eradication, NPC), UNFPA and other stakeholders, most notably civil society organisations.

<sup>31</sup> Particularly interlinking and creating synergies the areas of “Sustainable, inclusive and green growth”, “Sustainable environmental management and increased resilience to shocks and crises” and “Improved governance and civic participation

(<https://www.undp.org/library/undp-strategic-plan-2022-2025>)

### 4.3.3 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

Should the indirect management modality described in section **4.3.1 (UNDP)** prove impossible for reasons outside of the Commission's control, then the Action would be implemented under direct management as follows:

**4.3.3.1 Procurement** (direct management): Part of the Action supporting Specific Objectives 1 and 2 would be implemented by a service contract/technical assistance. The purpose of the procurement contract would be to provide technical assistance to the ACC of Namibia and to support other OMAs in the implementation of relevant anti-corruption measures, including capacity building, training et al.

Should the indirect management modality described in section **4.3.2 (UNFPA)** prove impossible for reasons outside of the Commission's control, then the Action would be implemented under direct management as follows:

**4.3.3.2 Procurement** (direct management): Part of the Action supporting Special Objective 3 would be implemented by a service contract/technical assistance. The purpose of the procurement contract would be to provide technical assistance to the Ministry of Gender, Poverty Eradication and Child protection in strengthening of its technical capacity and coordination efforts.

**4.3.3.3 Grants** (direct management): Part of the Action supporting Special Objective 4. would be implemented by grants to Civil Society Organisations (including the possibility for support to third parties). The purpose of the grants would be to support the implementation of the Priorities of the GBV action plan of Namibia.

#### 4.3.3.4 Criteria for grants in direct management

##### a) Purpose of the grant(s)

The purpose of the grants will be to contribute to the Action, with a focus on the following expected results:

Strengthened capacity of first responders to provide care and support to GBV survivors  
Strengthened community networks for GBV prevention and response

##### b) Type of applicants targeted

The call for proposals will mainly target local non-profit making CSOs (trusts, voluntary associations, etc. active in the area of social protection, gender equality, combatting GBV, health, education and advocacy, supporting the provision of care and support to GBV survivors and strengthening the community networks for GBV prevention and response.

The applicants should be legal entities established in Namibia.

## 4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions:

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realization of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

#### 4.5 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>	<b>Third-party contribution, in currency identified (EUR)</b>
<b>Implementation modalities</b> – cf. section 4.3		
<b>Specific Objective 1 composed of</b>		
Indirect management with <b>UNDP</b> cf section 4.3.1	1 000 000	100 000
Of which procurement	950 000	
Of which grants	50 000	
<b>Specific Objective 2 composed of</b>		
Indirect management with <b>UNFPA</b> cf. section 4.3.2	1 400 000	140 000
Of which procurement	750 000	
Of which grants	750 000	
<b>Evaluation</b> – cf. section 5.2	100 000	N.A.
<b>Audit</b> – cf. section 5.3		
<b>Contingencies</b>	0	N.A.
<b>Totals</b>	2 500 000	240 000

#### 4.6 Organisational Set-up and Responsibilities

A *Project Steering Committee* (PSC) will be set up to oversee the overall strategic direction, implementation and progress of the component of Anti-corruption. It will review and discuss the programme implementation progress, identify opportunities, achievements and constraints and adopt amendments if/as needed. The PSC will be chaired by the ACC of Namibia and co-chaired by UNDP. The PSC will include representatives of other key stakeholders (National Planning Commission, EU Delegation and 2 representatives of civil society from the environmental and wider democracy/human rights/legal sector). Other representatives of OMAs may be invited on a needs/variable basis. Through the PSC bylaws, the inclusion of gender expertise into the committee will be considered. The PSC shall meet twice a year.

As for the component on Gender Equality, an intervention-specific *Steering Committee* will be established to oversee overall implementation of the programme and to strengthen coordination between line Ministries, CSOs and development partners to deliver an integrated and comprehensive programme.

The Steering Committee will meet regularly (either quarterly or monthly) according to needs. The responsible focal person at the MGEPEWS, UNFPA and the EU will be represented in the steering committee. UNFPA and EU will primarily leverage their agencies expertise and experiences in Namibia in implementing Gender equality and other relevant interventions to provide comprehensive and context specific programming and models as well as provision of normative guidance and strategic support. Civil society organisations representing women, children and other vulnerable groups targeted under this component will also form part of the steering committees. The Namibian government largely will be also represented through staff of other OMAs that will be invited on a needs/variable basis as the programme will focus on multi-sectoral, multi stakeholder effort targeting national, sub-national level and below in line with participation in coordination structures associated to the 6th National Development Plan, and facilitation of information flows both upwards and downwards.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

## 5 PERFORMANCE MEASUREMENT

### 5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the log frame matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

Reporting against indicators will be disaggregated according to sex and age, and even further (including disability, location urban/rural, group etc.) when applicable. Any monitoring and evaluation will be gender-sensitive, assess gender equality results and implementation of human rights-based approach working method principles (participation, non-discrimination, accountability and transparency) in terms of implementation of the project and project outcomes. Key stakeholders will be involved in the monitoring process.

Reports shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation. The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

The implementing partners will be responsible for data collection, analysis and monitoring. Where the collection of data for specific indicators is outside of the possibilities of the implementing partner, surveys and studies can -to a certain extent- be financed under the regular budget of the action or outside the action, through a Support Measure.

### 5.2 Evaluation

Having regard to the importance of the action, a mid-term and final evaluations may be carried out for this action or its components via independent consultants contracted by the Commission.

The *mid-term evaluation* will be carried out for problem solving and learning purposes, in particular with respect to the implementation of the relevant Government policies and the institutional reform agenda and to the parties' commitment to the full implementation of the relevant policies and action plans addressed by this action. The *final evaluation* will be carried out for accountability and learning purposes at various levels (including for policy revision and implementation), taking into account in particular the fact that both actions involve a whole range of beneficiaries and stakeholders across both the public, private and civil sectors and to provide all actors with an independent and comprehensive assessment of the outcomes and impact achieved by action. The Commission shall inform the implementing partner at least 1 month in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The evaluation reports may be shared with the

partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments. Evaluation services may be contracted under a framework contract.

### 5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

## 6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

## Appendix 1 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as

<b>Action level</b>		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Group of actions level</b>		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
<b>Contract level</b>		
<input checked="" type="checkbox"/>	Single Contract 1	EUR 1 400 000 Contribution Agreement with UNFPA
<input checked="" type="checkbox"/>	Single Contract 2	EUR 1 000 000 Contribution Agreement with UNDP
	(...)	
<input type="checkbox"/>	Group of contracts 1	