

# FINAL REPORT

## **GA-81256796 - *Building Sustainable Institutional Capacity to Eliminate Malnutrition in Namibia***

***1 June 2020 – 31 October 2021 (16 months)***

### **1. Introduction**

The **main objective** of this grant was ***to ensure NAFSAN's sustainability as an innovative Alliance of Namibian Civil Society Organisations, Academic Institutions, Private Sector Companies and committed individuals, that is effectively and collaboratively working together with the Namibian Government, UN Agencies, and International Donors towards the elimination of malnutrition in Namibia.***

After a promising Constituting Meeting in October 2019, and NAFSAN thereafter being officially registered as a non-profit organisation in March 2021, this grant came at exactly the right time and was of great benefit for Namibia at large, as this report will outline.

Although a combination of Internal and external reasons slowed down the pace of development and significantly limited the extent to which progress could be made, GIZ enabled NAFSAN through this grant to not only effectively overcome these initial organisational development challenges but to learn significant lessons which is going to enhance the organisation's resilience in the future, moving forward.

The 2<sup>nd</sup> section of this report will reflect on the outcomes and initially planned activities, and how far these have been achieved, while the 3<sup>rd</sup> and final section will take a closer look at where NAFSAN finds itself at the end of the funding period<sup>1</sup> and lay out some of the next steps that are now lying ahead.

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<sup>1</sup> A no-cost extension from May'21 to Oct'21 was applied for in April 2021 and officially approved in May 2021.

## 2. Initial Outcomes & Progress so far

The three project outcomes together with their respective activities are listed below, together with an indication as to how far these have been achieved, as well as additional comments.

### 1) NAFSAN has become a strong, sustainable, membership-based organisation

- 1.1. Sufficient administrative and management capacity** is established, for the organisation to be fully operational and well-positioned to attract future funding;
- **Fully achieved.** NAFSAN is properly registered, with an efficient and lean way of being professionally managed. All necessary financial systems are in place, with two major donor projects having been successfully managed (GIZ and SUN), and NAFSAN's first annual organisational audit is currently being conducted, as well as VAT-registration.
- 1.2. Substantial membership base** of at least 60 active members **has been cultivated**, and at least one **General Meeting** of its members was successfully facilitated;
- **Not fully achieved, yet significant progress was made.** NAFSAN has collaborated with, was contacted by and has actively reached out to over sixty civil society, academic and private sector organisations, who all showed interest in becoming members. Activities under this grant, such as the series of engagement talks and development and dissemination of innovative IEC materials<sup>2</sup> produced contributed significantly to establishing NAFSAN as a relevant and reliable partner and umbrella organisation. However, as from May 2021, NAFSAN experienced severe internal governance challenges in form of interpersonal tensions within its Board which hindered the organisation in taking key decisions, for instance, around membership, and it would also been a suitable environment in which new members should be welcomed into. Yet, with persistent constructive efforts and organisational development support through this grant, NAFSAN was finally able to revolve these tensions in July 2021, which was confirmed at the latest Board meeting in September 2021. New members will be able join as from early 2022, after 2/3 of its founding members will have approved necessary changes to NAFSAN's Constitution (based on lessons learned) and once the Board has approved a suitable framework for membership fees. Through this grant, a comprehensive system for automated membership application and database management system was developed and finalised in October 2021, which will make onboarding and efficient management of members quite easy. A first Annual General Meeting will take place in 2022.
- 1.3. A clear yet flexible Sustainability Strategy** for the next five years has been developed and includes funding for NAFSAN's core activities until at least 2025.
- **Not fully achieved.** While NAFSAN is strategically moving towards sustainable growth, aforementioned governance-related challenges have made it impossible for an official sustainability strategy to be developed and approved by the NAFSAN Board during the organisation's first year. Hence, this will remain on the agenda for 2022.

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<sup>2</sup> See: [www.nafsan.org/talks](http://www.nafsan.org/talks), [www.nafsan.org/gardening](http://www.nafsan.org/gardening), and [www.nafsan.org/covid-19-response](http://www.nafsan.org/covid-19-response)

**1.4. Multiple international donors** have been approached and in-person visits to or virtual meetings with partners in Germany took place, and at least two (2) major **proposals were submitted**.

➤ **Not fully achieved, yet significant progress was made.** The global pandemic had limited the possibilities of traveling to meet donors in person, yet good relationships have been maintained with the SUN network, UN Agencies, and contacts to potential local donors/businesses (e.g., through their Corporate Social Responsibility initiatives) were established and continue to be nourished. NAFSAN also made sure it's well presented on its website, social media, and continues to be featured in the national news, particular on *'Nutrition during Covid19'*, as well as in international media, e.g., through an article published in Rural 21<sup>3</sup>.

NAFSAN is currently in the process of applying for a follow-up financing agreement with the local GIZ Farming for Resilience (F4R) project that will focus on strengthening Namibia's capacity in and around practical nutrition awareness in communities.

## 2) NAFSAN is actively supporting coordinated action towards improved nutrition

NAFSAN has...

**2.1. ...actively participated in regular meetings of the national Food and Nutrition Security Council** under the Office of the Prime Minister of Namibia.

➤ **Fully achieved.** NAFSAN has proactively participated in Technical Committee meetings to finalise the review of Namibia's Food and Nutrition Security Coordination Structure, Policy, and Implementation Action Plan, and this grant has enabled NAFSAN to actively support and participate in the Regional Stakeholder Consultations throughout the country in February and March 2021: [www.nafsan.org/nfns](http://www.nafsan.org/nfns)

At the end of September 2021, Cabinet finally approved all three documents and officially confirmed NAFSAN's role as technical partner. The revised policy, together with its coordination structure and implementation action plan will be officially launched on 25 November 2021 in the Oshana Region. NAFSAN is an active member of the preparation committee for the launch and is also part of the first technical working group on "FNS Advocacy, Coordination and Social Mobilisation".

Strengthening the FNS -Secretariat, which is now placed under the Ministry of Agriculture, Water and Land Reform, and assisting it to become an effective and truly multisectoral body within the new FNS Coordination Structures will be one of the areas where NAFSAN may need to be supportive to and continue to advocate for.

NAFSAN is also involved in the process of formulating the Namibian Government's official commitments at the upcoming "Nutrition for Growth" Summit in Japan in December 2021 - <https://nutritionforgrowth.org> and will also formulate its own commitments as the country's Civil Society Alliance.

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<sup>3</sup> [https://www.rural21.com/fileadmin/downloads/2020/en-03/rural2020\\_03-S16-17.pdf](https://www.rural21.com/fileadmin/downloads/2020/en-03/rural2020_03-S16-17.pdf)

2.2. ...established **linkages and actively supports collaboration** between researchers, practitioners, community organisations and policy makers to improve application of evidence-based knowledge around nutrition and sustainable food security;

- **Fully achieved.** In mid 2020, NAFSAN already established an online Resource Library ([www.nafsan.org/resource-library](http://www.nafsan.org/resource-library)) and as from early 2021, started organising a series of **engagement talks** and networking opportunity, with all of these TED-style talks being available online as a kind of 'video library': [www.nafsan.org/talks](http://www.nafsan.org/talks).



In addition, NAFSAN actively participated in **Namibia's Food Systems Dialogues** during August and September 2021, which leading up the United Nations Food Systems Summit on 23 September 2021. NAFSAN was asked to moderate sessions, gave a presentation and gave recommendations.

Furthermore, NAFSAN is informally engaging in ongoing communications with various stakeholders and potential member organisations and individuals.

In August 2021, NAFSAN received N\$ 265,000 from its predecessor organisation (NAFIN), which as per agreement, will be forwarded by the end of 2021 to the Namibia Housing Action Group on behalf of the Shack Dwellers Federation of Namibia as a purpose-bound donation to scale up the 'urban gardening and nutrition' project.

2.3. ...identified, listed and curated **nutrition-related IEC materials** that already exists in Namibia, to ensure everyone has easily access to such resources, while NAFSAN has also **identified gaps** with regard to the development of further materials;

- **Fully achieved.** NAFSAN created an online database [www.nafsan.org/resource-library](http://www.nafsan.org/resource-library) making documents accessible to the public, while the abovementioned engagement talks will also form part of an innovative Video Library to highlight who is doing what with regard to Food and Nutrition Security in Namibia. Based on identified gaps and current trends and needs, additional IEC materials were developed and produced.

**Namibian Resource Library** Go Back to the Homepage / Namibian Resource Library

This resource library contains material on nutrition and food security in Namibia and will continue to grow...  
Should you be aware of any helpful resource material that is not yet part of this library, please [contact us](#), so we can include it.

Show 10 entries Search

Title	Description	Year	Type	Topic	Download
Algorithms for nutrition assessment and classification	Job aids for health workers working on management of acute malnutrition	2010	Guidelines and training	Health sector nutrition services	.zip
An assessment of the status of the San in Namibia	Report from Legal Assistance Centre that was part of the Regional Assessment of the Status of the San in Southern Africa	2001	Study/survey/research	General nutrition	.pdf
Assessment on impact of drought	2016-17 MoHSS assessment on impact of drought on people living with HIV, orphans and vulnerable children, pregnant and breastfeeding mothers, children under five years in Namibia	2018	Study/survey/research	General nutrition	.pdf
Best breastfeeding practices	MoHSS poster on breastfeeding	0000/Unknown	Information/education /communication	IYCF	.pdf

2.4. ...facilitated at least four (4) **cross-sectoral networking sessions** that bring diverse stakeholders together to share ideas and constructively discuss how coordination of effective nutrition action will be improved.

- **Fully achieved.** Besides co-facilitating seven Regional FNS Stakeholder Workshops for all of Namibia’s 14 regions, NAFSAN moderated the National Food Systems Dialogue on ‘Food Production, Consumption, and Processing Systems in Namibia: Fostering Sustainable, Healthy, Accessible and Nutritious Diets.’ on 3 August 2021 and hosted two Engagement Talk and Networking sessions in April and in September 2021.

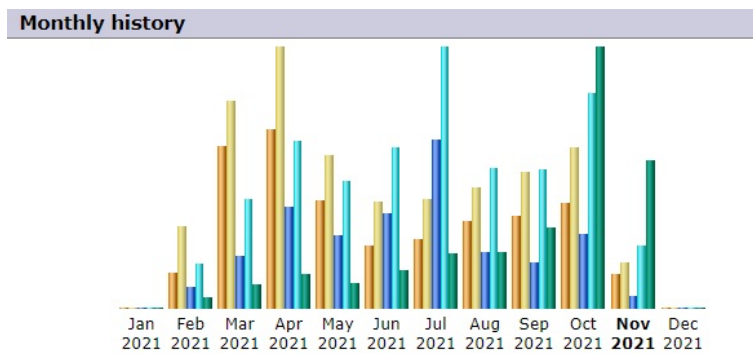
**3) NAFSAN is recognised as a competent advisory and advocacy body**

NAFSAN has...

3.1. ...increased **national media coverage** of nutrition-related information with at least four (4) direct appearances on national television, and is **actively engaged** on at least two (2) **social media platforms** to promote nutrition-specific and -sensitive actions within the Namibian context;

- **Fully achieved.** NAFSAN appeared five times on the National Television: three times on NBC in connection with nutritional aspects within Namibia’s Covid-19 response, and twice on One Africa TV in connection with the urban gardening project and the importance of continuing to breastfeed during the pandemic.

NAFSAN furthermore has an active website with continuously increasing traffic (with over 170,000 hits and almost 8,000 visitors so far in 2021) and a growing number of followers on NAFSAN’s own social media ages, as well as on the “Urban Gardening for Nutrition” social media pages on Twitter, Facebook, YouTube and Instagram.

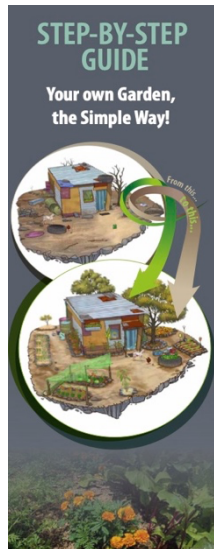
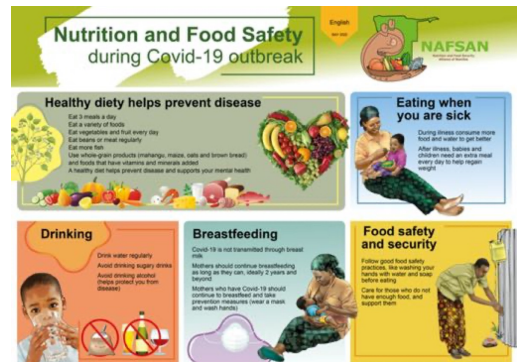


Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2021	0	0	0	0	0
Feb 2021	204	464	2,700	5,498	136.77 MB
Mar 2021	919	1,176	6,634	13,572	278.39 MB
Apr 2021	1,017	1,486	12,483	20,830	415.14 MB
May 2021	613	869	9,145	15,802	301.04 MB
Jun 2021	356	606	11,725	19,957	452.79 MB
Jul 2021	392	627	20,988	32,463	652.78 MB
Aug 2021	499	691	7,030	17,366	668.44 MB
Sep 2021	523	775	5,716	17,231	960.06 MB
Oct 2021	599	911	9,239	26,857	3.05 GB
Nov 2021	190	259	1,464	7,885	1.73 GB
Dec 2021	0	0	0	0	0
Total	5,312	7,864	87,124	177,461	8.55 GB

A Newsletter with integrated mailing list is currently work in progress and will furthermore strengthen information sharing and networking among members and interested individuals who cannot become members.

3.2. ...produced practical and context-specific **information, education, and communication (IEC) materials** to encourage nutrition-related actions and behaviour among Namibians and made such materials available on its **website**.

➤ **Fully achieved.** The *'Nutrition and Food Safety during Covid-19'* materials, already developed by NAFSAN in May 2020 were

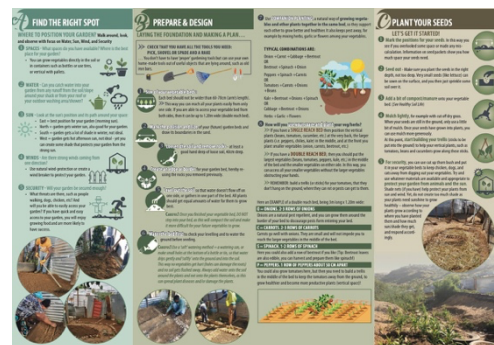


reprinted/distributed as needed, while new IEC Materials around **urban permaculture gardening**

in informal settlements in form of a step-by-step and maintenance guide and accompanying short video series have been finalised and started to be shared in October 2021, just on time for Namibia's rainy season.

This guide and video series is based on NAFSAN's experiences with the *'Urban Gardening and Nutrition'* project, which was funded

by the SUN Pooled Funds, and is expected to be of great practical use nationwide and increase NAFSAN's visibility.



It also demonstrates how synergies can be created between and across projects that are being funded by different donors.

3.3. ...influenced relevant legislation and policies by pro-actively engaging with key decision makers and parliamentarians to advocate for improved nutrition;

➤ **Fully achieved.** NAFSAN actively participates in the development of the FNS Structure, Policy and Implementation Action Plan, as well as in the identification of national commitments for the Nutrition for Growth Summit, and continues to engage with parliamentarians, although the latter was limited by the pandemic and own through NAFSAN's own challenges at Board-level.

3.4. ...established a group of at least five (5) Nutrition Champions, including one (1) high-level Namibian *'Leader for Nutrition'* who might be able to join the African Development Bank's *African Leaders for Nutrition Initiative*.

➤ **Not fully achieved.** Approaching high level leaders had been problematic with NAFSAN's internal challenges, yet this is clearly on the agenda for 2022.

### **3. Way Forward**

Thanks to this sustainability-focused 'start-up' grant agreement, NAFSAN was able to achieve significant milestones and is now in a much better-placed position than it was 1,5 years ago, in terms of official registration, online presence, physical office space, administrative and financial systems, and overall operations of its Secretariat.

NAFSAN has further managed to establish itself as fundamentally important role-player within Namibia's nutrition and food security landscape.

An absolute priority for NAFSAN now and in the coming weeks, will be the finalisation of necessary changes to its Constitution and getting everything else in place for members to come on board as early as January 2022, because NAFSAN by its very nature is a membership-based alliance and umbrella organisation that serves to represent its members and their interests.

In this regard, NAFSAN also needs to focus on securing sufficient funds for its operations, i.e., core staff and services, such as membership database, website and social media.

Hence, before the end of 2021, proposals will be written to GIZs Farming-for-Resilience project and the World Food Programme (particularly in connection with the development of a future independent Business Network in Namibia).

Finally, NAFSAN will play its role in Namibia's newly established Food and Nutrition Security Structures, starting with supporting the launch on 25 November 2021.

As per previous discussions with the Executive Director at the Office of the Prime Minister (OPM), there is also the possibility of receiving funds for NAFSAN and its members to implement activities outlines in the FNS-Policy and its IAP from the Namibian Government through an annually updated Memorandum of Understanding with OPM. This is also something that will still be discussed in more detail before the end of 2021.