



Republic of Namibia

Food & Nutrition Security Coordination Structures



2021

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FOREWORD



Reducing food and nutrition insecurity in Namibia is not just considered a health and economic priority by the current government but a political will that ensures a multi-sectoral focus in addressing malnutrition. The Government is committed to safeguarding good governance for food and nutrition security to protect and promote the overall health and productivity of the people of Namibia. According to the National Development Plan V the Government of Namibia has targeted that by the end of 2022 the health adjusted life expectancy should have improved from 58 to 67.5 years. One strategy to achieve this target is by fostering a well-coordinated and integrated implementation of Food and Nutrition Security Programme in the country.

The revamping of National Food and Nutrition Security Council with structures at subnational levels will ensure efficiency and effectiveness in implementing and reporting the food and nutrition security interventions. The current Food and Nutrition Security Coordination Structure has representations at four levels of operation: national, regional, constituency and community to enhance a robust involvement of stakeholders from different sectors in planning and implementing related interventions.

Under the leadership and supervision of the Office of the Prime Minister, the Food and Nutrition Security Coordination Committees will be established in a rigorous exercise that is multi-sectoral in nature. The commitment and technical contributions from stakeholders at the national, regional, and constituency level is deemed essential to guarantee that the organogram and the terms of references for the committees are feasible. Through active participation of members, the Coordination Committees will guarantee that; 1) food and nutrition security interventions are integrated in development plans and budgets at the national and sub national level, 2) partnerships between government and other stakeholders, are promoted and 3) harmonization during implementation and reporting on food and nutrition security activities is enhanced. Further, the implementation of multi-sectoral institutional framework of the current Food and Nutrition Security Policy (2021) will direct and facilitate appropriate linkages for better planning, implementation, communication, advocacy and accountability for effective food and nutrition security programming. However, this will require well-coordinated multi-sectoral efforts from various government line ministries, UN Agencies, Private Sector, Non-Governmental Organisations, Civil Society Organisations, the Academic Institutions, and the community members of Namibia.

For the enhancement of the multi-sectoral approach, the Government will ensure that there is a pool of resources, funds and appropriate technical support for implementation of the Coordination assemblies. In addition, the Government is committed to generating more

resources by engaging development partners to provide finance and technical support where needed, for purposes of reducing vulnerability of the most at risk populations of Namibia. To attain agenda Zero Hunger and Vision 2030, the Government is calling upon all the stakeholders to actively participate in the coordination committees and stay committed to their mandates.



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ACKNOWLEDGMENT

This Food and Nutrition Security Coordination Structure was designed and developed under the leadership of the Office of the Prime Minister in collaboration with UNICEF and WFP and through active participation of stakeholders from line ministries, regional and constituency representatives, development partners, and related institutions from Namibia whose contributions are highly acknowledged.

The Office of the Prime Minister acknowledges the efforts of the Executive Director that worked tirelessly to coordinate organise and facilitate all the consultation meetings at the national and regional levels and for facilitating the validation workshop.

Special thanks go to the various thematic teams for technical contributions and time spend in reviewing the draft documents. The significant technical support from representatives of line Offices, Ministries and Agencies: Office of the Prime Minister; National Planning Commission; Ministry of Agriculture, Water and Land Reform; Ministry of Health and Social Services; Ministry of Urban and Rural Development; Ministry of Gender Equality, Poverty Eradication and Social Welfare; Ministry of Industrialisation and Trade; Ministry of High Education, Technology and Innovation; Ministry of Education, Arts and Culture; Ministry of Information and Communication Technology; and Ministry of Environment, Forestry and Tourism. In addition, the representatives from UNICEF, USAID, WFP, WHO and FAO, Private Sector, NGOs and CSOs are hereby recognised and appreciated.

The valuable contributions from the Regional and Constituency representatives from Khomas, Zambezi, Erongo, Kunene, Omusati, Oshana, Omaheke, Ohangwena, Oshikoto, Kavango West, Kavango East, Otjozondjupa, Hardap, and //Kharas, are highly acknowledged.

The Government highly appreciates UNICEF, USAID and WFP for the outstanding collaboration, financial support and provision of technical expertise in the development of this Food and Nutrition Coordination Structure for Namibia.

ABBREVIATIONS AND ACRONYM

ADD	Acting Deputy Director
CBHC	Community Based Health Care
CDC	Constituency Development Committee
CEO	Chief Executive Officer
CORPS	Community own resource persons
CRO	Chief Regional Officer
CSO	Civil Society Organisations
ERC	Erongo Regional Council
FAO	Food Agricultural Organization
FBO	Faith Based Organisations
FNSC	Food and Nutrition Security Council
FNSCS	Food and Nutrition Security Coordination Structures
FNSIASC	Food and Nutrition Security Inter-Agency Steering Committee
FNSTC	Food and Nutrition Security Technical Committee
FNSWG	Food and Nutrition Security working groups
FSNLO	Food and Nutrition Security Liaison Officer
FSNC	Food Security and Nutrition Council
FSNS	Food Security and Nutrition Secretariat
FSNTC	Food Security and Nutrition Technical Committee
MAWF	Ministry of Agriculture, Water and Forestry
MAWLR	Ministry of Agriculture, Water and Land Reforms
MFMR	Ministry of Fisheries and Marine Resources (
MHETI	Ministry of Higher Education, Technology and Innovation
MIT	Ministry of Industrialisation and Trade
MoHSS	Ministry of Health and Social Services
MURD	Ministry of Urban and Rural Development
NAFIN	National Alliance for Improved Nutrition
NAFSAN	Nutrition and Food Security Alliance of Namibia
NANASO	Namibia Networks of AIDS Service Organisations
NDP	National Development Plan
NGOs	Non-governmental organisations
NPC	National Planning Commission,
NS	National Secretariat
OMAs	Offices, Ministries, Agencies
OPM	Office of the Prime Minister
RDCC	Regional Development Coordination Committees
SME	Small Micro-Enterprise
SNS	Sub-National Secretariat
SUNCIP	Scaling up of Nutrition Country Implementation Plan
UN	United Nations
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VDC	Village Development Committee
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

In September 1994, the Cabinet established a three-tier institutional structure at the national level to address food and nutrition security situation looming in the country. It was perceived that a multi-sectoral institutional framework would direct and facilitate appropriate linkages for better planning, implementation, communication, advocacy, and accountability for effective programming. To undertake these activities, the Food Security and Nutrition Council (FSNC) was established and comprised of national officials specifically the Permanent Secretaries (current Executive Directors) from seven relevant ministries. In addition, a Food Security and Nutrition Technical Committee was formed to provide technical support to the Council and oversee the coordination and implementation of the 1995 National Food and Nutrition Security Policy. The committee comprised of Deputy Directors of the line Ministries, representatives of NGOs, International agencies, academic institutions, and other co-opted members. The technical team was chaired by the Ministry of Agriculture, Water and Rural Development. The Food Security and Nutrition Secretariat (FSNS) was created to provide administrative support and to link the Council and the Technical Committee. In 2010, however, institutional rearrangements resulted in the Food Security and Nutrition Council becoming dormant.

Despite several efforts by the Government to ensure national food and nutrition security in the country in 2016, about 34% of the Namibian population was estimated to be food insecure, worse still the global hunger index score declined to 25.7 in 2017 when compared to 30.9 recorded in 2008. The major contributing factor to food insecurity was poor agricultural production and poverty.

In 2017, Cabinet approved the re-establishment of the Food and Nutrition Security Coordination Structure (FNSCS) in the country. FNSCS will guarantee that food and nutrition interventions are integrated in development plans and budgets at subnational levels and promote partnerships between government and developing partners.

This document, therefore, describes the four levels of Food and Nutrition Security Coordination Structure for Namibia:

National level: refers to the first and top-tier ranking for decision-making for all Food and Nutrition Security Policy implementation directives and emerging concerns. The national structure comprises of two bodies. 1) Food and Nutrition Security Council which is the overarching body for all stakeholders involved in the food and nutrition security activities in the country and comprises of the Honourable Cabinet Ministers from related ministries and chaired by the Right Honourable Prime Minister. 2) The Food and Nutrition Security Inter Agency Steering Committee (FNSIASC) is the body that provides coordination, management and implementation of Food and Nutrition Security Policy. It is made up of the Executive Directors from the same ministries and technical experts, chaired by Secretary to Cabinet. The FNSIASC addresses all technical issues regarding food and nutrition security in the country. In addition, the National Secretariat will offer all the administrative support to the two institutions, link and coordinate all actors. The National Secretariat will be hosted MAWLR, working closely with OPM, Ministry of Fisheries and Marine Resources (MFMR), Ministry of Health and Social Services (MoHSS), and sub-national coordination bodies.

Regional level: refers to the second tier ranking of operational level for decision making for food and nutrition security programming. The Regional Development Committee is the overarching supervisory body for stakeholders in the region. It comprises of a technical team with similar composition of that of the national level that advice the regional development team on food and nutrition security matters. The Sub-National Secretariat is to be hosted under the Directorate Planning supervised by the Chief Regional Officer. The role of sub-national secretariat will be the same as that of the national level secretariat.

Constituency level: refers to the third tier ranking of operational level for decision making navigated by political constituency leaders through the constituency development committees. Matters regarding food and nutrition security will be relayed through the different development committees. The community resource persons and agriculture extension workers will sit in the various development committees to discuss food and nutrition security matters that affect their communities.

Community level: refers to the fourth tier ranking of operational levels for decision making at the community level steered through the community based organisations, community leaders, village/community health workers, community members, faith based organisations and other existing and relevant structures in the community. The community leaders and representatives of the community organisations will report to the constituency development committee.

The coordination system will be improved by periodic tracking of its progress through an intensive monitoring process conducted mostly by the Secretariat and evaluated by internal or external evaluators. The evaluation process will inform the Government of the achievements, identify gaps and amendments needed to improve on the FNCS.

In conclusion, looking at the NDP5 and the revised Food and Nutrition Security Policy document, the Government of Namibia is committed to supporting scale-up of essential high impact nutrition-specific and sensitive interventions; strengthen the enabling environment for effective action and moreover foster a well-coordinated and integrated implementation of Food and Nutrition Security Coordination Structures in the country. Through the Office of the Prime Minister, the Government is committed to ensuring that all stakeholders take up their rightful roles and responsibility to contribute towards achieving the national agenda of ending hunger and malnutrition for all Namibians.

CHAPTER 1 INTRODUCTION

1.1 Contextual background of the Coordination Structures

The Republic of Namibia lies between latitudes 17° and 29° S and longitudes 11° and 26° E in Southern Africa along the Atlantic. It currently has a population of 2.5 million (2020) with a density of 3.2 persons per square kilometres and a poverty level of 17%. Currently the demand for food outstrips the supply; this coupled with increasing food prices locally and in the international arena is causing concern of food insecurity in the country. Household food insecurity, malnutrition and poverty are interrelated and collectively are major concerns impeding Namibia's development agenda. In September 1994¹, the Cabinet approved the establishment of a three-tier institutional structure at the national level to address the dire food and nutrition security situation looming in the country.

As a result of complex food security dynamics, it was perceived that a multi-sectoral institutional framework would direct and facilitate the appropriate linkages for better planning, implementation, communication, advocacy, and accountability towards effective programming of Food Security and Nutrition. The Food Security and Nutrition Council (FSNC) was established at the national level and inaugurated in 1995. The Council comprised of Permanent Secretaries (now Executive Directors) of seven relevant ministries, namely, Ministry of Health and Social Services (Chairperson), the Ministry of Agriculture, Water and Rural Development, Ministry of Education and Culture, Ministry of Trade and Industry, Ministry of Lands, Resettlement and Rehabilitation, the Ministry of Regional & Local Government & Housing and the National Planning Commission. The Council reported directly to the Cabinet and played a major role in decision-making. As a policy level body, its membership had the capacity to commit their ministries to a particular line of action. The meetings were scheduled twice a year with more frequency whenever required.

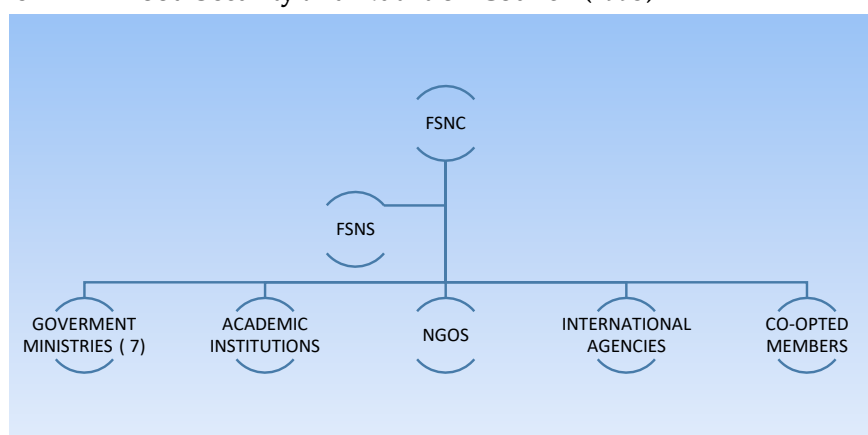
At the national level, a technical committee was formed to provide technical input to the Council; this body was named the Food Security and Nutrition Technical Committee (FSNTC). The committee comprised of Deputy Directors, representatives from line Ministries in the Council, Non-governmental organisations (NGOs), International agencies, Academic institutions and other co-opted members depending on the topic of interest. The technical team was chaired by the Ministry of Agriculture, Water and Rural Development. The FSNTC met once every month. The committee was responsible of overseeing the coordination and implementation of the 1995 National Food and Nutrition Security Policy and highly contributed to the formulation of the National Food and Nutrition Security Action Plan. Majorly, the committee was in-charge of all government initiatives on Food and Nutrition Security in the country.

To support the linkage between the Council and the Technical committee, a secretariat was created, named the Food Security and Nutrition Secretariat (FSNS). The Secretariat was placed in the Ministry of Agriculture, Water and Rural Development, specifically under the division of Rural Development. To further enhance effectiveness in undertaking the FSNS mandates, the division of Rural Development designated three full-time employees, a Food Security and

¹ Republic of Namibia, The national Food and Security Action Plan, 1995

Nutrition Coordinator, and two Food Security and Nutrition Officers. The Secretariat was directly supervised by the chairperson of the FSNTC. Further, one person named “Food Security and Nutrition Liaison officer (FSNLO)” from each line Ministry was designated to work with the Secretariat and address issues regarding their respective ministries as requested by the secretariat. Also, the FSNLOs represented their line Ministries in the technical committee forums. The major roles of FSNS were to; 1) provide full secretarial support services to the council and technical committee, 2) coordinate the implementation of planned activities, 3) identify resources needed, and 4) provide technical backstopping assistance through monitoring and evaluating food security and nutrition projects and related sectoral projects. Figure 1 presents the Council structure of 1995.

Figure 1 Food Security and Nutrition Council (1995)



Due to institutional re-arrangement, the division of Rural Development was relocated from the then Ministry of Agriculture, Water and Rural Development to form the current Ministry of Urban and Rural Development, as a result the Food Security and Nutrition Committee and the entire Council became dormant.

1.2 Establishment of multi-sectoral approach to enhance nutrition

In 2010, the Namibia Cabinet Decision (No. 17th/23.11.10/001) established the National Alliance for Improved Nutrition (NAFIN), a multi-sectoral and multi-stakeholder platform aimed at enhancing nutrition status of everyone in Namibia especially children below the age of five years. The goal of NAFIN was to coordinate activities of government, private sector, NGOs, UN agencies and academia in the field of nutrition and promote accountability on nutrition programmes in the country. The general objective of the Alliance was to develop and coordinate the implementation of a multi-sectoral national nutrition strategy and strategically manage national nutrition promotion activities. The Namibia Scaling up of Nutrition Country Implementation Plan (SUNCIP) 2012-2016 emphasised the multi-sectoral approach in tackling malnutrition through implementation of both nutrition-specific and nutrition sensitive interventions across the country.

1.3 Rationale for the re-establishment of FNSCS in 2018

Despite efforts by the Government to ensure national food and nutrition security in the country, in 2013, the prevalence of anaemia among women and children was estimated at 24% and 48% respectively and about 24% of the children were stunted². In 2016, about 34% of the Namibian population was estimated to be food insecure³. By 2017, the global hunger index score declined to 25.7 compared to 30.9 recorded in 2008. The major contributing factors to food insecurity included poor agricultural production caused by recurrent droughts and floods exacerbated by socio-economic factors such as poverty.

Food and nutrition security highly contribute to the wellbeing of the population and subsequently to the development of the nation. According to the Fifth National Development Plan (NDP5), the Government of Namibia has targeted that by the end of 2022, Namibia's health adjusted life expectancy should improve from 58 to 67.5 years⁴. To achieve this, the Government has strategised to support the scaling-up of essential high impact nutrition-specific and sensitive interventions, strengthen the enabling environment for effective action and foster a well-coordinated and integrated implementation of food and nutrition security programs in the country.

In the revised Food and Nutrition Security Policy (2021), the Government commits to re-establishing and strengthening the institutions of the Food and Nutrition Security Coordination Structures to provide an overarching coordination platform and policy direction for food and nutrition security concerns in Namibia. This follows results from food and nutrition security assessments and lessons learned which showed that overcoming malnutrition cannot be achieved by a single line ministry but by a well-coordinated multi-sectoral efforts from various government line ministries, private sector, non-government organisations, Civil Society Organisations, UN agencies, the academia and the community as a whole. Furthermore, experiences and lessons learned from other countries shows that effective coordination of food and nutrition interventions require a neutral, strategic and high-level political office with strong convening powers to promote accountability.

The Constitution of Namibia embraces participatory democracy, which is depicted in chapter 12 Article 102, 103, 105, 108 and 109 by establishing councils and local authorities. The sub-national Government structure came into existence through the promulgation of Regional Councils and Local Authorities as presented in Acts No. 22 and 23 of 1992⁵, respectively. These regional and local authorities have been instituted to act as channels for community members to relay their needs and for initiating, implementing and coordinating development programs. Globally, the Sustainable Development Goal 2, endeavour to end hunger, achieve food security and improve nutrition by promoting sustainable agriculture. Accordingly, a core priority of the Government of Namibia is to ensure sustainable utilisation of agriculture,

² Namibia Demographic Health Survey 2013

³ FAO, IFAD, UNICEF, WFP, WHO. State of Food and Nutrition in the World, 2017

⁴ National Planning Commission 2017. Namibia's Fifth National Development Plan (NDPs) 2017/18-2021/22

⁵ Government of Namibia, Constitution of the Republic of Namibia (21 March 1990, amended 1998, 2010, 2014)

forestry, water and fisheries resources to provide nutritious food for all and generate decent incomes, while promoting rural development and protecting the environment.

Nevertheless, the stakeholders expressed the importance of initiating a Regional Food and Nutrition Security Coordination Structure (FNSCS) that will oversee the implementation and management of food security programmes in the regions. Furthermore, they agreed that the FNSCS should be placed under OPM and appropriate resources allocated to manage the affairs of the committee meetings. In addition, the teams suggested that it is essential to set up a Sub-National Secretariat (SNS) in each region that will provide administrative roles, link, manage and coordinate the activities of the FNSCS from the constituency level to the national teams. Similarly, the placement of the SNS is best suited under the Directorate of Planning at Regional Council and supervised by the Chief Regional Officer, and appropriate resources including office space, staff and funds should be allocated to sustain its activities. Such a structure would be replicated in all Regional Councils.

Under this arrangement, the Regional Council (through the Chief Regional Officer) would report to the National Secretariat (that is, submit regional reports) and the National Secretariat would ensure that the reports are shared with the Council for noting or approval or for further action.

Thus, an elaborate Food and Nutrition Security Coordination Structure with pillars at national and sub-national levels is important in bringing the various stakeholders into a shared space to plan, implement, monitor, share best practices and experiences on food and nutrition security. Conversely, the Government may use these structures to amicably support and implement programmes to address food and nutrition security concerns in the country.

CHAPTER 2 TERMS OF REFERENCES FOR COORDINATION COMMITTEES

2.1 Four levels of operation for Coordination Structures

LEVEL ONE. National: refers to the first and top tier ranking for decision-making in all Food and Nutrition Security Policy implementation directives and emerging concerns. The national structure comprises of three bodies.

1. **The Food and Nutrition Security Council (FNSC)** is the over-arching body for all stakeholders involved in Food and Nutrition Security activities in Namibia. It comprises of Cabinet Ministers from related ministries and chaired by the Right Honourable Prime Minister. The Council provides critical information on food and nutrition to the Cabinet for approval.
2. **The Food and Nutrition Security Inter-Agency Steering Committee (FNSIASC)** is the body that provides technical advice to the FNSC. It is made up of the Executive Directors from related ministries and co-opted members and is chaired by the Secretary to Cabinet. The FNSIASC also comprises of technical experts whose mandate is to address all technical issues regarding Food and Nutrition Security. The technical experts are drawn from related OMAs, UN-agencies, USAID, Red Cross and NAFSAN representatives. The

FNSIASC technical experts work through sector working groups, which delicately and explicitly deal with all the components of food and nutrition security issues.

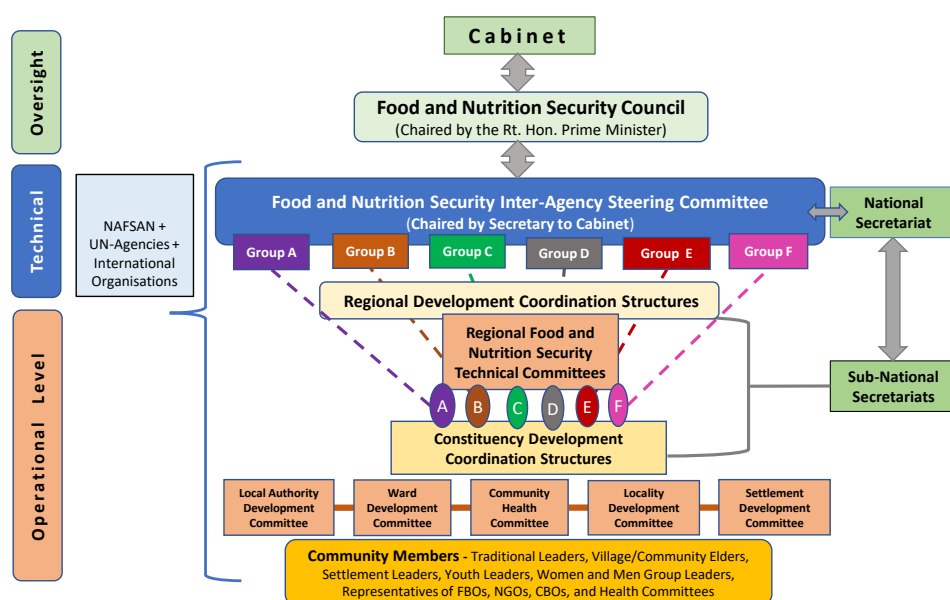
3. **The National and Sub-National Secretariats** offers all the administrative support to the coordination bodies at the same time link and coordinate the stakeholders. The National Secretariat works closely with the Sub-National team and is supervised by the Ministry of Agriculture, Water and Land Reform.

LEVEL TWO. Regional: This is the second tier ranking of operation level for decision making for Food and Nutrition Security programme implementation. The Regional Development Coordination Committee (RDCC) is the over-arching supervisory body for the food and nutrition security stakeholders in the region. It comprises of the food and nutrition security technical team with similar composition as that of the national level. The Technical team will advise the regional development committees on food and nutrition security matters. The Sub-National Secretariats are hosted under the Directorate of Planning at the Regional Councils supervised by the Chief Regional Officers. The role of Sub-National Secretariats is the same as that of the national level secretariat.

LEVEL THREE. Constituency: This forms the third tier ranking of operation level for decision making navigated by political constituency leaders through the constituency development arm. Due to lack of adequate technical capacity at the constituency levels, matters regarding food and nutrition security will be relayed through the different development committees such as the local authority development committee, village/community development committee, settlement development committee, and locality development committee. The community resource persons and agriculture extension workers will sit in various development committees to discuss and implement food and nutrition security matters.

LEVEL FOUR. Community: refers to the fourth tier ranking of operation level for decision making at the community level steered through the community based organisations, community leaders, community health workers, community members, faith-based organisations and other existing and relevant structures in the community/village. The community leaders and representatives of the community organisations will report to the constituency development committee.

National Food and Nutrition Security Coordination Structure for Namibia



2.2 Coordination mechanism at the national level

2.2.1 Food and Nutrition Security Council

The Office of the Prime Minister is committed to providing leadership in fostering collaboration and partnership across Government sectors and institutions to promote increased investment and accountability on food and nutrition security. Hence, the re-establishment of the Food and Nutrition Security Council. The Council will provide a multi-sectoral and multi-stakeholder platform to improve coordination and collaboration among food and nutrition security actors from the national to the sub-national level, while at the same time oversee operations of food and nutrition security implementation to achieve the Government's agenda of Zero Hunger in Namibia. The vision and mission statement of the revised policy will anchor the activities of all the coordination bodies working under the Council.

The objective of this coordination structure is: "To provide technical advisory guidance to and coordinate government and development partners to ensure efficiency and effectiveness in implementation and reporting of Food and Nutrition Security interventions".

2.2.1.1 Mandate of the Council

The Council has the broad mandate to address policy-related issues pertaining to Food and Nutrition Security in Namibia. The Council will ensure that Food and Nutrition Security related strategies are appropriately linked, well-coordinated and operationalised and in line with the Food and Nutrition Security Policy.

2.2.1.2 Members of the Council

The Council will comprise of the Heads of the following Government ministries and agencies and will be chaired by the Right Honourable Prime Minister who will make submissions to the Cabinet on matters pertaining to food and nutrition security. These OMAs are:

1. Office of the Prime Minister
2. National Planning Commission
3. Ministry of Agriculture, Water and Land Reform
4. Ministry of Health and Social Services
5. Ministry of Gender Equality, Poverty Eradication and Social Welfare
6. Ministry of Urban and Rural Development
7. Ministry of Higher Education, Technology and Innovation
8. Ministry of Education, Arts and Culture
9. Ministry of Information and Communication Technology
10. Ministry of Environment, Forestry and Tourism
11. Ministry of Defence and Veterans Affairs
12. Ministry of Works and Transport

The Prime Minister may co-opt other members to the Council.

2.2.1.3 Roles of the Council

Specifically, the Council will be responsible for the following activities:

1. Oversee the development, management and implementation of Food and Nutrition Security policies and strategies in Namibia
2. Oversee the amalgamation of Food and Nutrition Security considerations into existing strategies and initiate projects to benefit the Government development agenda
3. Oversee the coordination and linkages of Food and Nutrition Security related initiatives and activities in synergy with the existing development strategies
4. Evaluate and approve reports and submissions from the Inter-Agency Steering Committee and provide appropriate recommendations
5. Based on these submissions and subsequent approvals, ensure that corresponding budgetary commitments and allocations are made
6. Safeguard resources mobilised for Food and Nutrition Security interventions through appropriate accounting
7. Periodically report to Cabinet and provide any feedback to the Inter-Agency Steering Committee for necessary action
8. Provide any critical information to the Parliamentary committee for decision making

2.2.1.4 Meeting schedule and reporting procedures

The Food and Nutrition Security Council will meet twice a year and more frequently if necessary. It is mandatory that all Council Members or their representatives actively

participate in the meetings. For the meetings to happen, at least 3/5 meaning at least 60% of Council members should be present. By default, the Executive Director in the OPM will be a member of this Council to share updates from FNSIASC. The National Secretariat (NS) under the supervision of the Ministry of Agriculture, Water and Land Reform shall send notices for meetings. The notices shall include minutes of the previous meeting and a preliminary agenda. These shall be submitted to all members at least one month (30 days) in advance and thereafter a reminder five (5) working days before the scheduled date for the meeting. The NS shall be responsible for taking the Council minutes and sharing reports.

2.2.2 Food and Nutrition Security Inter-Agency Steering Committee (FNSIASC)

The Inter-Agency Steering Committee will be established at the national level and directly work under the supervision of the FSNC. The activities of the FNSIASC shall be coordinated by the Secretary to Cabinet with support from the National Secretariat.

2.2.2.1 Mandate of FNSIASC

The main aim of the FNSIASC will be to provide technical advice to the FSNC on coordination, management and implementation of Food and Nutrition Security Policy and related strategies.

2.2.2.2 Membership of FNSIASC

The Inter-Agency Steering Committee will comprise of Executive Directors from selected ministries and co-opted members, such as UN agencies, NAFSAN and international organisations. It may include chairpersons of the working groups and representatives of any other Government agencies. FNSIASC will be chaired by the Secretary to Cabinet. Representatives of the following line ministries will form the FNSIASC membership.

1. Office of the Prime Minister
2. National Planning Commission
3. Ministry of Agriculture, Water and Land Reform
4. Ministry of Health and Social Services
5. Ministry of Gender Equality, Poverty Eradication and Social Welfare
6. Ministry of Urban and Rural Development
7. Ministry of Higher Education, Technology and Innovation
8. Ministry of Education, Arts and Culture
9. Ministry of Information and Communication Technology
10. Ministry of Environment, Forestry and Tourism
11. Ministry of Defence and Veterans Affairs
12. Ministry of Works and Transport

Co-opted members are NAFSAN, UN Agencies, International Organisations, and other entities as deemed fit by the FNSIASC.

2.2.2.3 Roles of the FNSIASC

1. To appropriately initiate and coordinate implementation of Food and Nutrition Security policies and related national guidelines by line ministries, Government agencies and development partners,

2. To ensure that food and nutrition security strategies are properly integrated into new and existing strategies and moreover address government's development agenda,
3. To directly task and supervise technical experts with regard to specific activities and review, analyse and approve their reports and submissions,
4. On the basis of these submissions, to commit their respective OMAs, and related agencies to particular courses of action, to implement the recommendations approved by the Council, and ensure that corresponding budgetary commitments are made,
5. Ensure that resources mobilized for food and nutrition security interventions are appropriately used in a timely manner,
6. Periodically, assess and review progress made in the implementation of the Food and Nutrition Security Policy in accordance with the adopted policy guidelines and report to the Council,
7. Evaluate effectiveness and relevance of the Food and Nutrition Security Policy,
8. In line with other national policies, provide guidance to the working groups to develop and agree upon an overall strategy and Food and Nutrition Security Implementation Action Plan,
9. Ensure participation, collaboration and synergy in the implementation of the Food and Nutrition Security Implementation Action Plan and monitor its operationalisation, and
10. Promote operation research, studies and changes in legislation on food and nutrition security and related matters.

2.2.2.4 Meeting Schedule and reporting procedures

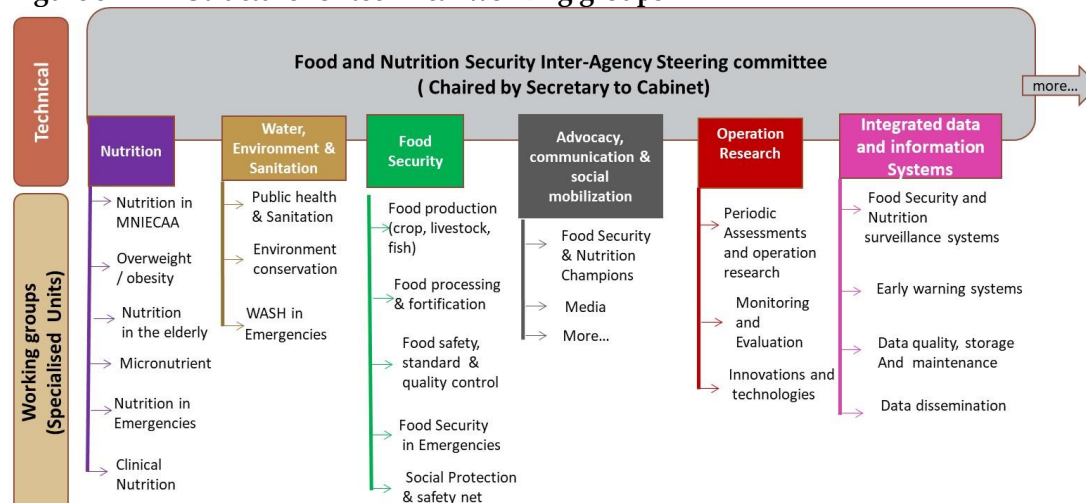
The FNSIASC shall meet quarterly on the date(s) and times as agreed upon by all members. At least 6/12 (meaning at least 50%) of the members from line ministries and co-opted members should be present for the meeting to take place. Notices to meetings shall be sent in advance to all members at least ten (10) working days before the scheduled date for the meeting, accompanied by minutes from the previous meeting and preliminary agenda. Ad-hoc meetings may be conducted to deal with urgent matters.

The National Secretariat (NS) shall send minutes of meetings to members within three (3) working days post-meeting date to ensure prompt execution of decisions and review of discussions. The FNSIASC will report to the Council. The chair of FNSIASC will work closely with the NS for the development of the agenda and verify minutes as true reflection of the proceedings of the meetings. During the FNSIASC meetings, the NS shall ensure that any progress reports from technical experts or from Sub-National Secretariats will be shared.

2.2.3 Food and Nutrition Security Working Groups (FNSWG)

FNSWGs comprise of technical experts from various food and nutrition security sectors. (Figure 3). The chairpersons of these groups will be members of the FNSIASC.

Figure 3 Structure for technical working groups



2.2.3.1 Mandate of working groups

FNSWGs are the most vital arm of the Inter-Agency Steering Committee. They are the 'core think tanks' for the FNSIASC. Hence, they are tasked with handling, resolving and/or advising on all specialised technical matters in food and nutrition security.

2.2.3.2 Membership for FNSWG

The number of members for each working group may vary and mostly depend on the subject matter and emerging technical responses required. Examples of FNSWGs are: Nutrition, Food Security; Advocacy Communication and Social Mobilisation; Water, Environment and Sanitation, Operation Research, Capacity Development, Integrated Data and Information Systems (Figure 3). The multi-sectoral representation of each group is presented in Figure 4. The groups will be headed by a chairperson from the key line ministry and co-chaired by a member from a partner. The co-chairperson will be selected by the team members.

Figure 4 Membership for working groups

Working group	Chair and representative to FNSIASC	Members
Nutrition WG	MOHSS	MAWLR, MEAC, NAFSAN, MGEPSW, MURD, UN-Agencies, NAFSAN* International Organisation
Water Environment and Sanitation WG	MAWLR	MOHSS, MEFT, MEAC, MURD, MGEPSW, UN-Agencies, NAFSAN* International Organisations
Food Security WG	MAWLR	MOHSS, NSI, MEAC, MIT, MFMR, MGEPSW, DDRM, MURD, UN-Agencies, NAFSAN* International Organisations
Advocacy, coordination and social mobilization WG	OPM	MIT, MURD, MGEPSW, NAFSAN* UN-Agencies, International Organisations
Operation Research WG	NPC	MHETI, MOHSS, MAWLR, MURD, NSA, ACADEMIA, UN-Agencies, NAFSAN* International Organisations
Integrated data and information systems WG	OPM/DDRM	NSA, MITC, MOHSS, MAWLR, MURD, UN-Agencies, NAFSAN* International Organisations

* **NAFSAN** – a non- profit alliance for civil society organisations, academic, private sector institutions and committed individuals

2.2.3.3 Functions of the working groups

Each FNSWG will develop its own goals, objectives and terms of reference depending on its area of specialisation and under the guidance of the chairperson, and subsequently share the terms of reference with the FNSIASC and the Secretariat. Based on its goals and terms of reference the group will establish a list of members (see examples in figure 4). Each group will explicitly address core topics that contribute towards and impact on food and nutrition security. However, general functions will include,

1. Oversee and coordinate inter-sectoral collaboration in programme planning and implementation of strategies and emergent related actions among all sectors involved in food and nutrition security,
2. Oversee and monitor the implementation of all food and nutrition security programmes and projects as outlined in the related ministerial action plans,
3. Evaluate the impact of relevant programmes, projects and activities on food and nutrition security and recommend to the FNSIASC the possible measures to assist in the reduction of all forms of malnutrition and household food insecurity,
4. Analyse food and nutrition security assessment reports and data from different sectors, make recommendations, and advice the FNSIASC and any other relevant structures accordingly,
5. Provide technical support for food and nutrition security advocacy and awareness to government agencies, relevant institutions and the general public as a whole,
6. Provide support and perform other duties as required by the FNSIASC and Council.
7. Identify needs and mobilise financial resources, and potential partners for the implementation of the National Food and Nutrition Security Action Plan,
8. As food and nutrition security issues emerge, FNSWG will alert FNSIASC to make decisions on possible impending problems,
9. Ensure directives and recommendations of FNSIASC and Council are effectively implemented at all levels of operation, and
10. Guide and support the development and implementation of a National Food and Nutrition Security Implementation Action Plan.

2.2.3.4 Meeting Schedule and reporting procedures

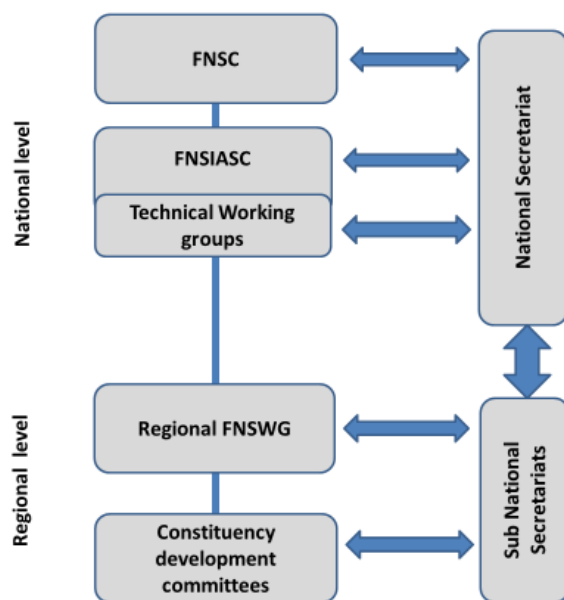
The group will meet once every month or as frequent as related matters arise, at a venue and time agreed upon by all members. Each working group will prepare a progress report and present it to the FNSIASC in coordination with the Secretariat once every quarter or at any other time as required by the FNSIASC.

2.2.4 The Secretariat on National and Sub-National Levels

The implementation of the Food and Nutrition Security Coordination Structure is complex because of its multi-sectoral approach at different levels of operation. Hence, the Secretariat will act as the 'engine' necessary to facilitate day-to-day activities of the coordination structure. At the national level, the Secretariat will bear the name National Secretariat (NS)

and at the regional levels be referred to as Sub-National Secretariats (SNS). Figure 5 shows the interactions between the secretariat and the coordination committees.

Figure 5 FSN Secretariat structure



2.2.4.1 The mandate of the Secretariat

At the national and sub-national level, the NS and SNSs will be proactive and play an administrative role and support committees by organising meetings. They will liaise with NAFSAN and other partners in coordination, sharing information, monitoring and evaluating progress at all levels of operation.

2.2.4.2 The function of the Secretariat (at national and sub-national levels)

1. Initiate and participate in committee meetings as scheduled and as outlined in the respective works plans, take minutes and provide feedback,
2. Provide administrative support and collaborate with respective chairpersons in convening meetings,
3. Meet prior to every scheduled meeting either prior to the Council or Steering committee meetings,
4. Keep data base of all committee members (name, department, agency, and contact details),
5. Collaborate with the chairpersons in preparation of agendas for meetings, invitation of participants and circulation of minutes,
6. In collaboration with committee chairpersons, prepare summary reports of action points and share with responsible persons, committees and/or institutions,
7. Track progress of committee activities by conducting periodic monitoring and internal evaluation within the framework of committee action plans,

8. Keep records of reports, minutes, research, monitoring and evaluation documents for references,
9. File and store all documents produced within the framework of activities undertaken by the FNSC, FNSIASC, FNSWG at the national and sub-national levels, and
10. Perform any other administrative coordination activity as directed by the FNSC and/or the FNSIASC.

2.2.4.3 Staffing position and reporting system

The Secretariat will comprise of at least three (3) staff from Ministry of Agriculture, Water and Land Reform (MAWLR), where it will also be housed on the national level. The team leader will bear the title 'Food and Nutrition Security Coordinator', and support staff will be designated 'Food and Nutrition Security Liaison Officers'.

At the regional (sub-national) levels the Directorate of Planning, under the Regional Council will nominate staff to serve on the SNSs, which must have experience in implementing and managing food and nutrition security programs.

At the regional (sub-national) levels, the SNSs should comprise of a Regional Coordinator, assisted by Liaison Officers. The SNSs will be supervised by the Chief Regional Officer, while working in close coordination with the National Secretariat (SN) under MAWLR.

2.2.5 The Nutrition and Food Security Alliance of Namibia (NAFSAN)

In 2019, the National Alliance for Improved Nutrition (NAFIN) restructured, redefined and renamed itself to become the **Nutrition and Food Security Alliance of Namibia (NAFSAN)**. This non-profit alliance serves as a platform for civil society organisations, academia, private sector organisations and committed individuals to improve nutrition in Namibia and support Government through coordinated efforts.

2.2.5.1 NAFSAN's Vision and Mission

Vision: "All persons in Namibia have the resources, knowledge and motivation to assure food security and optimal nutritional status for everyone in Namibia".

NAFSAN's three mission statements are:

- a) To provide organisations, communities, and individuals with effective platforms, tools, information and skills to achieve food security and optimal nutritional status for themselves and others;
- b) To promote research findings in nutrition and food science and ensure such results are accessible and applicable to decision makers for appropriate support;
- c) To advocate for, and practically support; efficient governmental and non-governmental communication and collaboration structures, financial and political commitment, legislation, policies, programmes and actions that ensure food security for an effective, sustainable and equity-focused approach to improve the nutritional status of everyone in Namibia.

2.2.5.2 Specific Roles for NAFSAN in the Coordination structure

NAFSAN will actively participate in any working groups aligned to its members' area of specialization.

Specific roles for NAFSAN will be to:

- a) Provide technical guidance and regular feedback to the coordination system on national and sub-national levels in close collaboration with the Secretariat,
- b) Initiate and support the implementation of activities related to food and nutrition security, and play a role in the monitoring and evaluation of such implementation,
- c) Facilitate dialogue platforms for its members and partners to share information, network, and solicit support for food and nutrition security in Namibia,
- d) Advocate for the development and support of effective food and nutrition security policies, legislation, research and effective implementation thereof and other related interventions in Namibia, and
- e) Sensitise and empower communities, and discuss various food and nutrition challenges and promote best practices for appropriate action by various stakeholders together with the government.

2.3 Coordination Mechanisms at Regional level

Coordination of food and nutrition security strategies at the regional level will be conducted through the Regional Development Coordination Committees (RDCC). Food and nutrition security subject matters will be integrated in the mandates of the Regional Food Security Technical Committees and deliberate efforts will be made to ensure that food and nutrition security interventions are fully considered, coordinated, implemented, monitored and reported.

The committees in collaboration with the SNS will monitor and evaluate food and nutrition security activities, carry out programme reviews and advocate for integration of food and nutrition security activities in the development plans. Figure 6 presents the structure of technical committees and sub-committees that will work under the Regional Development Committee.

2.3.1 Mandate for Regional FNSWG

Similar to the national FNSIASC, the main purpose of the regional FSNWG will be to offer technical support to the Regional Development Committee and Constituency Development Committees, and monitor the operationalisation of food and nutrition security policies, strategies and initiatives at the regional level.

2.3.2 Regional FNSWG Membership

The regional technical committee will comprise of representatives from relevant OMAs and CSOs, Community Based Organisations and academic institutions, whereby NAFSAN will play a growingly supportive role in more and more regions of Namibia. As appropriate, similar working groups to that at national level will be instituted at regional levels to maintain

consistency of the structure layout and reporting system. However, the composition of the working group will depend on the availability of specialised members. In regions where specialised members are unavailable, the regional FNSWG will remain the 'think tank' for the region.

2.3.3 *The functions of Regional FNSWG*

The roles, functions, meeting schedules and reporting systems will be similar to that described in sections 2.2.3. The coordination committees will work very closely with the Sub-National Secretariat (SNS) for administrative support and for purpose of efficiently relaying information from and to the FNSIASC. Section 2.2.4 outlines the specific roles and responsibilities of the Secretariat.

2.4 Constituency Development Committee (CDC)

The CDC is navigated by political constituency leaders and comprises of several other development committees. These committees are the local authority development committee, village/community development committee, settlement development committee, locality development committee and any other relevant organisations at constituency level. These are potential forums for discussing food and nutrition security matters that affect the communities, due to lack of adequate technical capacity at the constituency levels. To ensure that community food and nutrition security matters are well presented in the CDC, it is envisaged that the community resource persons, community food and nutrition champions, and agriculture extension workers will actively participate in the CDC meetings.

2.4.1 *Mandate of CDC*

Given its proximity to the implementation sites for food and nutrition security related programmes, projects and initiatives, the CDC's will oversee the actualisation of the related programs and determine their achievements, suitability, and identify gaps.

2.4.2 *Functions of the CDC*

1. Oversee, monitor and coordinate all stakeholders implementing food and nutrition security related programs in the constituency,
2. Identify resources, capacity gaps and challenges experienced by partners when implementing food and nutrition security programs and relay to the Regional FNSTC for action,
3. Identify communities that are food insecure and share report with Regional Development Committee, and
4. CDC will report to the Regional Development Committee, which should share all relevant information with the respective SNS.

2.4.3 *Meeting Schedule and reporting system*

The CDC will meet once every month or as frequently as desired. The CDC will select a committee to provide administrative support, organise meetings and take minutes. The SNS in collaboration with the CDC chairperson will share the proceedings of the meetings with the Regional FNSTC and the RDCC. The CDC chairperson will share with CDC members the

agenda and minutes of previous meetings five (5) working days in advance before the scheduled meeting.

2.5 Village Development Committee (VDC)

At the community/village level, all matters regarding food and nutrition security will be handled by the Village Development Committee (VDC) under the auspice of the existing Community Based Health Care (CBHC) which is a community-based programme on health and care. In this programme, the community shall be actively involved in identifying their problems and needs, prioritising them and mobilising their own resources to meet those needs. According to the draft policy for CBHC 2007⁶, the integrated management of CBHC services states that it “will integrate community-based activities into more holistic approaches for example, HIV/AIDS, TB, malaria, nutrition, water and sanitation, reproductive health and other similar activities”. In view of this mandate, a few of the missing food security components will be designed and integrated to form a comprehensive package that can be administered through the framework of community own resource persons (CORPS) and agriculture extension workers.

2.5.1 Mandate of the Village Development Committee

The committee will collaborate with the stakeholders to ensure that the food and nutrition security issues are amicably addressed through joint planning, training, implementation and evaluation of programs at community levels.

2.5.2 Membership of the Village Development Committee

The membership will comprise of representatives from government institutions e.g., health facilities, school heads, NGOs, CBOs, Faith-based Organisations (FBOs), CSOs and community leaders (village /community/settlement leaders, women and men group leaders, youth leaders).

2.5.3 Functions of the Village Development Committee

1. Convene and coordinate meetings of all stakeholders on monthly basis,
2. In collaboration with stakeholders and under the technical support of regional FNSTC, actively participate in assessing the food and nutrition situation in the community and report to the CDC,
3. Identify malnutrition cases and food insecure households and report to CDC,
4. Identify gaps and challenges facing the communities in implementing food and nutrition security programs at the community level, and
5. Implement feedback from the CDC and FNSWG, and report progress accordingly.

2.5.4 Functions of the Traditional Leaders

In liaison with village community structures;

⁶ Republic of Namibia MoHSS, Community Based Health Care Policy (2007)
http://www.lac.org.na/projects/alu/Pdf/cbhcpolicy_incl_roles.pdf

1. Support community sensitisation for the convening of coordination meetings,
2. Identify inclusion and exclusion errors and report to the CDC,
3. Support conflict resolution, and maintain social cohesion,
4. Identify gaps in food and nutrition security interventions and devise local social support initiatives to assist the poor and vulnerable groups so as to prevent or mitigate food insecurity during disasters such as droughts, floods and other calamities,
5. Ensure sustainable management and equitable use of natural resources for purposes of enhancing food and nutrition security, and
6. Serve as an essential part of the community feedback mechanisms for the CDC and FNSWG.

2.5.5 Meeting Schedule and reporting system

The Traditional leaders (including village committees) will meet monthly or as need arises. In the initial stages, SNS will train the community chairpersons and secretary on related administrative work and monitor implementation regularly. Thereafter, the chairperson of the committee will be responsible for organising the meetings and storing all copies of minutes and reports. The chairperson will also appoint a secretary whose responsibility will be to take minutes and share with members accordingly. Copies of these minutes and reports will be shared with the SNS. The chairperson, CORPS and community leaders (village/community elders, women and men group leaders, youth leaders) and representatives of Local NGOs, FBO, CBO and CSOs will report all proceedings to the CDC.

CHAPTER 3: PROGRESS TRACKING TOOLS FOR FOOD AND NUTRITION SECURITY COORDINATION COMMITTEES

3.1 Introduction

In any programme, tracking progress enables the implementer to focus upon important things required to achieve set goals. Tracking progress will inform whether the programme is moving in the right direction, achieving targets and will help eliminating risks. Hence, through tracking the activities of the Coordination Committees their ability to estimate the completion of activities and projects will be improved. Also, the coordination mechanism will gain credibility regarding the management of related tasks and mitigating risk.

The Secretariat, to be hosted under MAWLR, has been mandated to link and coordinate the activities of the multi-sectoral food and nutrition security coordination activities. The sample of tools developed in this section will provide support in monitoring and supervising the coordination activities of the committees in order to track progress. These tools will be used by all committees, ranging from national to the sub-national levels and where possible by stakeholders. They will track progress of the implementation and functionality of coordination activities, identify gaps and make appropriate recommendations.

3.2 Monitoring committee activities

To determine the progress of committee activities against targets set by members at the beginning of each working term, the listed monitoring performance indicators presented in Table 1 will be used. The Secretariat will conduct the monitoring of these activities be according to work plans or as instructed by the immediate supervisors. The monitoring term may be defined as monthly, quarterly, biannual or annual. Results from the monitoring exercise will inform committee members of their progress, gaps, challenges, amendments or revisions needed for the work plans or implementation strategies. The performance indicators may include and but will not be limited to those outlined in Table 1.

Table 1 Monitoring performance indicators

Indicator	Strategy	Planned	Achieved	Means of verification (Append to the report)
Availability of work plans	Strategy 1: Development of periodic work plans for coordination committees at all levels of operations			Periodic work plans
Participation coverage (%)	Strategy 2: Registration of membership versus expected list of attendance for meetings			List of participants
Proportion of Meetings conducted (%)	Strategy 3: Coordination meetings held versus planned, (advisory and technical meetings)			List of participants and minutes
Responses to action points	Strategy 4: Action points raised during meetings and appropriate responses from responsible persons received			Feedback reports, minutes of meetings
Proportion of field visits (%)	Strategy 5: Field visits conducted by members to supervise implementation of projects/program versus those planned			Field reports/ situation analysis reports
List of tools and protocols developed	Strategy 6: Presence of standard tools and protocols (applied to conduct assessments and interventions)			Tools and Protocols produced and dates of completion
Situation Assessment coverage (%)	Strategy 7: Periodic assessments conducted to determine current situation or trends of food and nutrition security status and shared			Periodic Assessment reports/

Indicator	Strategy	Planned	Achieved	Means of verification (Append to the report)
	with the committee members versus planned			Assessment plans/
Supply of resources for committee activities	Strategy 8: Plans for procurement of supplies and allocation of resources for committee activities versus supply procurement plans			Resource allocation plans and supply reports and inventory
Funds available for committee activities	Strategy 9: Financial plans versus funds availability and utilized			Budgets, periodic accounting reports
a- The supply description may include type of equipment, material, quantity, amount distributed, name of recipients, date, location, utilization status, and inventory etc.				

3.3 Evaluating the performance of Food and Nutrition Security Coordination Committee activities

An either internal or external evaluator will use evaluation performance indicators outlined in Table 2 to determine the overall efficiency and effectiveness of Food and Nutrition Security Coordination Structures in the implementation of its core mandates and activities. The evaluation exercise can be conducted either bi-annually or annually.

Table 2 Evaluation performance indicators

Indicator	Description
Coherence	<ol style="list-style-type: none"> 1. Improved linkages and communication between stakeholders working in the same committee or related coordination committees 2. Active participation (participation coverage) in scheduled meetings and appropriate responses to action points 3. Timeliness of meetings (as scheduled and convenience to at least 90% participants)
Coverage	<ol style="list-style-type: none"> 1. Increased coverage of participations in meetings 2. Increased coverage of programmes implemented based on stakeholders' response to action plans and decisions made during committee meetings
Efficiency	Based on decisions made by the committee members, increased improvement in the utilization of funds, resources and commodities by implementing partners

	according to plan and moreover when compared to pre-coordination committee tenure
Effectiveness	Linkages between decisions made by stakeholders during committee meetings and progress in program implementations or initiations of new projects to address emerging issues. Information obtained from assessment reports can be used accordingly e.g., a reduction of malnutrition, decline in the burden of diseases and improved food security in the country as a result of decisions made at the coordination meetings.

3.4 Periodic reporting of Committee activities

3.4.1 Participants registration form

The registration form (Form 1) will be used to keep track of participants present in committee meetings. The committee chairperson will store the original duly filled registration form and the Secretariat will keep a copy for reference, monitoring participation and for sharing actions points, minutes and agendas in subsequent meetings.

Form 1 Registration form for Committee members

ATTENDANCE LIST					
FOOD AND NUTRITION SECURITY COORDINATION MEETING					
Full title of Committee: _____					
Operation level (National, Regional, Constituency, Community) _____					
Venue: _____ Date: __/__/____					
N o	Name	Designation	Institution/Organisation	Contact details (Email/Tel.)	Signature
1					
2					
3					

3.2.2 Minutes of meetings

Minutes of committee meetings are essential and should be compiled within three working days post meeting date. The minutes will not only be regarded as a tool to report participants' deliberations but as a monitoring tool. The agenda for the meeting will be shared with

members at least five working days prior to the meeting day to give them ample time to prepare. Action points raised will be highlighted and shared with responsible members accordingly. Form 2 presents a sample of a typical format for writing minutes; however, this can be modified to suit the demands of the committee.

Form 2 Minutes for Committee Meetings

FOOD AND NUTRITION SECURITY COORDINATION STRUCTURE MEETING MINUTES				
Full title of Committee: _____				
Operation level (National, Regional, Constituency, Community) _____				
Venue: _____			Date: _/_/_----	
Start Time _____			End Time _____	
Participants <div style="display: flex; justify-content: space-between;"> <div> Members Present (<i>indicate chair</i>) 1. 2. 3. 4. 5. 6. 7. </div> <div> Members Absent with apologies Members Absent without apologies </div> </div>				
Minute's number.	Topic (or Agenda Item)	Inputs	Action Points/Remarks <i>(should include expected date of feedback)</i>	Responsible person(s) and department/agency
Min. 01				
Min. 02				
Min. 03				
Min. 04				
Min. 05				

Minutes compiled by (Name): _____	Confirmed by (Name): _____
Date : __/__/____	Date : __/__/____
Signed: _____	Signed: _____
Chaired by (Name) _____	
Date : __/__/____	
Signed: _____	

3.2.3 Progress reports

The progress report will be used to report the activities of the committee within a specified period of time. The Secretariat will prepare the report and the chairperson of the respective committee will sign the report off. The report will be shared with members and immediate supervisors. Recommendations and action points may require further deliberations during the committee meetings or as directed by the supervisors. See sample in Form 3.

Form 3 Components of a progress report for committee meetings

PROGRESS REPORT	
Title of report(indicate the topic (s)/activity): _____	
Reporting Period: From __/__/____ to __/__/____	
Sections	Content fill this side)
Committee	
Title of the committee and operation level (National, Regional or Constituency)	
Venue	
Indicate the venue(s) where meeting(s) was/were held during the reporting duration	
Date and Time	
Date and time of meetings held within the reporting period	
Participants	

<ul style="list-style-type: none"> ○ Members Present ○ Members Absent with apologies ○ Members Absent without apologies ○ Indicate participation rate (number present/expected members*100) 	
Objectives	
Objective(s) for the progress report	
Process	
Brief on process used for determining progress <i>(based on the monitoring performance indicators)</i>	
Achievements	
Results/outcomes/ achieved action/ versus targets set at the beginning of the reporting period	
Challenges and limitations	
Challenges for attaining outcomes/action points/targets	
Recommendations	
Recommendations/possible solutions to address the challenges and limitations	
Follow-up actions	
Follow-up action points to attain outcomes and responsible persons	
Name of Reporter: _____ Date: __/__/____ Signature: _____	

3.2.4 Field reports

Part of the activities of the committee members is to ensure that food and nutrition security programmes are implemented as planned and more importantly that the programmes address the government agenda for zero hunger. Thus, field visits made to the project areas

may be necessary to monitor the status of the project. The chairperson will report the field visits to the committee members or secretary to inform the rest of the members. Also, the field report may be used as a monitoring tool by the Secretariat. A sample field report form is presented in Form 4 and can be modified accordingly.

Form 4 Field visit report form

FIELD REPORT FORM									
FOOD AND NUTRITION SECURITY COORDINATION COMMITTEE									
Full title of Committee: _____									
Operation level (National, Regional, Constituency, Community): _____									
Name of Project: _____									
Project area: _____									
Objective for Field visit: _____ _____ _____									
Number of Committee Members: _____									
<table style="width: 100%; border: none;"> <tr> <td style="width: 40%; border: none;">Names</td> <td style="border: none;">Department/Agency</td> </tr> <tr> <td style="border: none;">1.</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">2.</td> <td style="border: none;"></td> </tr> </table>				Names	Department/Agency	1.		2.	
Names	Department/Agency								
1.									
2.									
Date of Visit : __/__/____		Date of return: __/__/____							
Date	Name of Area/Program	Activities	Remarks and Action points						
1									
2									
3									
5									
6									
7									

CHAPTER 4 CONCLUSION

In the revised Food and Nutrition Security Policy (2021), the Government is committed to re-establish and strengthen the institutional structures of the Food and Nutrition Security Coordination to provide an overarching coordination platform and policy direction for food and nutrition security concerns in Namibia. Overcoming malnutrition, which is multi-causal cannot be achieved by a single line ministry or organisation but well-coordinated multi-sectoral efforts from various government line ministries, private sector, Civil Society Organisations (CSOs) which include faith-based and community-based organisations, UN agencies, international organisations, the academia, and the general community. Through the multi-sectoral approach and in close collaboration with existing alliances, such as NAFSAN, the Government will be able to ensure that there is a pool of resources and efforts for implementation of appropriate interventions for purposes of reducing vulnerability of the most-at-risk populations.

Hence, the developed and yet elaborate Food and Nutrition Security Coordination Structures with pillars at national and sub-national levels is envisaged as an important tool in bringing the various stakeholders into a shared space to plan, implement, monitor, share best practices and experiences on food and nutrition security. Conversely, the Government may use this structure to effectively and efficiently initiate, support and implement programmes to address food and nutrition security concerns in the country.

Finally, a credible coordination structure requires constant monitoring and evaluation of its activities. The developed tracking tools will enable the coordination committees to move in the right direction, achieve targets, eliminate risks and make adjustments accordingly.

ANNEXES

Annex 1 List of Contributors

a) Technical Team (National level)

Name	Designation	Ministry /Organization
Fulgentia Mayira	Deputy Director	OPM ((Special Projects & Programmes)
Anastasia Amunyela	Deputy Director	OPM/DDRM
Gibson V. Kamuaruuma	Chief Development Planner	MURD
George Waliomuzibu	Nutrition Specialist	UNICEF
Gloria Kamwi	Deputy Head of Programme	WFP
Elvis Odeke	Head of Programme	WFP
Marjorie Van Wyk	Nutritionist	MoHSS

b) Technical Team Consultation (Regional level)

Khomas Region	
Name	Ministry/organization
Gabriel M. Benjamin	Khomas Regional Council
Hon. Christopher Likuwa	Tobias Hainyeko Constituency
Hon. Cllr. Rachel Jacob	Khomas Region
Zambezi Region	
Mr. M. N Liyali	Zambezi Region
Mr. Dust Kachaka	Zambezi Region
Erongo Region	
Siegfried Neshuku	Erongo Regional Council (ERC)
Esson Haipingi	ERC
Fulgentia Mayira	OPM

George Waliomuzibu	UNICEF
E. Bessen	ERC
T. Sikume	ERC
Immanuel Levi	MIT
M. Micheal	ERC-DRM
H. N Kapopo	ERC
V. S Maswahu	ERC
GM Salyani	ERC
Katina Shikongo	ERC
E. S //Gomaseb	DDT/A
Kennedy /Haoseb	ERC
EG Bessel	ERC
Rosina //Hoabes	ERC
Werner //Awarab	ERC
S. L Nghikongwa	ERC
R. Nomases	MGECSW
LH Doeses	ERC/CRO
Siegffried Nareseb	Arandis CEO

Annex 2 Validation Workshop – Groups of Technical Reviewers

Day 3: Food and Nutrition Security Coordination Structure (Review Team)			
Date: 04/10/2018		Venue: UN-Multi-Purpose Hall.	
Klein Windhoek			
Group 1			
N o.	Name	Agency	Designation
1	Tulimakondjo Ruben Ishitile	Khomas Regional Council	Deputy Director: Rural Services
2	Natascha Cheikhyoussef	MHETI	Acting Chief Science and Technology Officer
3	Geoffrey M. Salyani	Erongo Regional Council	Acting Director : G. Services
4	Mulenga Gideon	Oshikoto Regional Council	Chief Admin. Officer

5	Anna-Liisa Kaxuxuea	Min. of Industrialisation and Trade	Acting Deputy Director
6	Frieda Kweyo	Oshana Regional Council	Senior Administrative Officer
7	Gloria M. Siseho	UNICEF	Health Specialist
Group 2			
1	Martha K. Tsheehama	National Planning Commission	Acting Director
2	Johanna Mushelenga	Office of the Vice -President	Public Relation Officer
3	Anastasia Amunyela	Office of the Prime Minister	Deputy Director
4	Tomas Mwandingi	Ohangwena Regional Council	Chief Admin Officer
5	Paulus K. Haimbili	Kavango East R.C	Chief Community Liaison Officer
6	Johannes Lukas	Omusati Regional Council	Administrative
7	Penny Hiwilepo-Van Hal	UNAM	Lecturer
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2	Wilbard Kamonde	//Kharas Regional Council	Development Planner
3	Beata Negumbo	FAO	Programme Officer
4	Maria Michael	Erongo Regional Council	Chief Admin Officer
5	Faustinus Muwara Kamwanga	Kavango East Regional Council	Chief Admin Officer
6	Tjambiru U. Denboy	Kunene Regional Council	Regional Disaster Coordinator
7	Mathews Ndjodhi	MAWF	Senior Agro Business Analyst
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2	Helvi Shilongo	Min. of Industrialisation, Trade and SME Development	Statistician
3	Nashapi Paulus	Agro-Marketing & Trade Agency	Border Control Manager
4	Erica Kahuure	Omaheke Regional Council	Senior Administrative Officer
5	Edwin Swartz	Hardap Regional Council	Senior Admin Officer
6	Vironica N. Richter	Otjozondjupa Regional Council	Chief Administrative Officer
7	Gibson Kamuaruuma	Min. of Urban and Rural Development	Chief Development Planner
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2	Maria Hambeleleni Hamunyela	UNAM	Technologist
3	Lahja Amakali	MAWF	Agricultural Scientific Officer
4	Scholastica Chatu	NPC	National Development Advisor
5	Rosalia Ndeshi Haiduwa	Omusati Regional Council	Development Planner
6	Sylvester Simwanza	Oshikoto Regional Council	Deputy Director
7	Elvis Odeke	World Food Programme	Coordinator-School Feeding
8	Elizabeth Hamupembe	MoEAC	Chief Hostel Officer
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2	George Waliomuzibu	UNICEF	Nutritionist
3	J.E Jantze	Kunene Regional Council	Director HRFA

4	Natascha Cheikh Youssef	MHETI	Chief Science and Technology Officer
5	Lusia Amutenya	Oshana Regional Council	Chief Admin Officer
6	Rachael Mhango	MoHSS	Nutritionist
7	Gabriel Mwaninga	Ohangwena Regional Council	ADD Rural Services
8	Meryl Barry	Pupkewitz Foundation	CEO

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