

UNDP NAMIBIA COUNTRY PROGRAMME DOCUMENT (CPD) 2019-2023 MID- TERM EVALUATION



International Evaluator and Team Leader: Mr. Nteza Paul
National Evaluator: Dr. Kagoya Harriet Rachel

Report, April
2022

UNDP ATLAS Award # -----

Evaluation Period: Dec. 2021
to Jan. 2022

Date of Evaluation Report:
April 2022

Country: Namibia

Recommended citation

UNDP Namibia (2022). *Report for the Mid-Term Evaluation of UNDP Namibia Country Programme Document 2019-2023*. Windhoek, Namibia.

Copyright © 2022 UNDP Namibia

Private Bag 13329

Windhoek Namibia

Tel: +264 61 204 6395

Email: registry.na@undp.org

Fax: +264 61 204 6203

ACKNOWLEDGEMENTS

The consultants, Paul Nteza and Harriet Rachel Kagoya, thank UNDP for the opportunity given to conduct the mid-term evaluation (MTE) of the Namibia Country Programme (CPD) 2019-2023.

Thanks to the stakeholders and partners in their various capacities for the work done thus far, for which the Country Office (CO) conducted the MTE.

Special gratitude goes to all individuals in various institutions who supported, facilitated or provided actual information for the MTE. Your inputs are highly valued and appreciated.

Thanks to the entire UNDP Namibia team under the leadership of Mrs. Alka Bhatia, the Resident Representative. Thanks to the Evaluation Manager, Maano Shimanda, for sharing key resource documents, coordinating and managing the evaluation; Eric Chipeta and Geraldine Itana for insights shared in the CPD MTE Kick Off Meeting and continued support throughout the assignment.

Cover Photo: Beach Desert Namibia. ©Bing images

CPD and evaluation details

Project/outcome Information		
Programme title	Country Programme Document for Namibia 2019-2023	
Atlas ID		
Corporate outcome and output		
Country	Namibia	
Region	Southern Africa	
Date project document signed	September 2018	
Project dates	Start	Planned end
	January 2019	December 2023
Total committed budget		
Project expenditure at the time of evaluation	\$ 18,522,208	
Funding source	various	
Implementing party	UNDP	

Evaluation information		
Evaluation type	Country Programme Document (CPD)	
Final/midterm review/ other	Midterm review	
Period under evaluation	Start	End
	2019	2021
Evaluators	Paul Nteza	Harriet Rachel Kagoya
Evaluator email address	pnteza@hotmail.com	kharrietrachel@yahoo.com
Evaluation dates	Start	Completion
	29 Nov 2021	30 Apr 2022

Table of contents

Contents

ACKNOWLEDGEMENTS	i
CPD and evaluation details	iii
Table of contents	iv
Contents	iv
List of figures	vi
List of tables	vii
LIST OF ACRONYMS AND ABBREVIATIONS	ix
Executive summary	1
1. Introduction and overview	3
2. UNDP Programme Under Review	3
3. Evaluation purpose, scope and objectives	5
Purpose of the MTE	5
3.1 Evaluation scope	5
3.2 Primary objectives of the MTE	6
3.3 Evaluation criteria and main questions	6
4. Evaluation approach and methods	7
4.1 MTE design	7
4.2 Data collection approach and data sources	7
4.2.1 Literature Review	7
4.2.2 Interviews	7
4.2.3 Consultations with programme team	7
4.3 Data collection tools	8
4.4 Ethics	8
5. Data analysis and documentation	8
5.1 Data analysis	8
5.2 The rating system	8
5.3 Quality assurance, reliability and validity	9
5.4 Limitations to this evaluation and anticipated challenges	9
6. Findings	9
6.1 Demographic characteristics of the participants	9
6.2 Detailed Presentation of findings	10

6.2.1 Relevance of Programme Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results.....	10
6.2.2. Effectiveness (EV) Progress Towards Results: To what extent have the expected outcomes and objectives of the programme been achieved thus far?	19
6.2.3. Efficiency (EF) Project Implementation and Adaptive Management: Has the programme been implemented efficiently, cost effectively, and been able to adapt to any changing conditions thus far?	24
6.2.4. Sustainability (S) To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?	35
6.2.5. Cross cutting aspects.....	40
6.2.6. Partnerships (P).....	44
7 Lessons learned key success factors, opportunities and threats.....	47
Economic Progression.....	47
Environmental sustainability	48
Good Governance	48
Cross cutting issues: Human rights, Gender equality and social inclusion, Partnerships.....	49
8: Case studies	51
8.1 Partnership with UN Sister agencies for the AccLab and disability project has been “a great learning experience”	51
8.2: UNDP and UNICEF Collaboration: Shark Tank Initiative	52
8.3: Adaptive management in COVID-19 times: The case of the Integrity Committees	52
8.4: Innovation of urban agriculture towards the countries’ agenda of Food security.....	52
8.5: Innovation in capacity building	53
9: Conclusions	53
10: Recommendations	54
11: Annexes.....	57
11.1 TOR for the evaluation.....	57
11.2 Data collection instruments.....	58
11.2.1 UNDP Nam CPD 2019-2023 MTE_tool1 for stakeholders.....	58
11.2.2 UNDP Nam CPD 2019-2023 MTE_tool2 for Project Teams and UNDP HQ.....	64
11.3 Sampling plan.....	68
11.4 List of individuals or groups/organizations interviewed or consulted	68
11.5 UNDP Country Office Project Teams FGD participants.....	70
11.6 List of documents reviewed	70
11.7 Results matrix	72

11.8 UNDP Namibia TOC.....	75
11.9 Summary figures of findings	77

List of figures

Figure 1: Funds Utilization as at October 2021.....	5
Figure 2: (Relevance) - stakeholders' rating of the programme's relevance to the evolving context and the national development agenda.....	11
Figure 3: (Relevance) - stakeholders' rating of programme activities addressing gaps in policy, regulatory and capacity framework at national level.....	12
Figure 4: (Relevance) - Stakeholders' rating of the programme's objectives and components according to the social and political context	13
Figure 5: (Relevance) - Stakeholders' rating of the programme's suitability to local and national development priorities and policies	14
Figure 6: (Relevance) - Stakeholders' rating of UNDP Country Office's capacities to deliver on the intended results	15
Figure 7: (Relevance) - Stakeholders' rating of the programme's alignment with the national development needs and priorities.....	15
Figure 8: (Relevance) - Stakeholders' rating of the relevance of the programme's responsiveness to the changing environment	16
Figure 9: Stakeholders' rating of the relevance and appropriateness of the current governance structure of the Country to promote unified approach of its programmatic engagement strategy	17
Figure 10: Stakeholders' rating of the relevance of the intervention logic/theory of change and the underlying assumptions.....	17
Figure 13: Stakeholders' rating of the CPD being on track to achieve planned results.....	20
Figure 14: Stakeholders' rating of effectiveness of the current CPD on addressing gender equality, disability issues, women's empowerment, and other cross-cutting issues.....	21
Figure 15: Stakeholders' rating of effectiveness of UNDP support towards national government capacity	22
Figure 17: Stakeholders' rating of UNDP's effectiveness in acquiring policy guidance for future developments	23
Figure 19: Funding sources and resource utilization as at 31 December 2019	26
Figure 20: Funding sources and resource utilization as at 31 December 2020	26
Figure 22: Stakeholders' rating of the CO efficiency in utilizing the core resources to levy external funding to support the achievement of the SDGs	27
Figure 24: Stakeholders' rating of efficiency of UNDP monitoring and evaluation (M&E) systems.....	29
Figure 26: Stakeholders' rating of UNDP efficiency as regards Project level M&E systems feeding into the programme	30
Figure 28: Stakeholders' rating of efficiency of UNDP on mobilizing and using its resources (human, time, technical and financial) and improving inter-agency synergies.....	31

Figure 29: Stakeholders' rating of efficiency of counterpart resources (funding, staff, and facilities) enabling legislation	32
Figure 32: Stakeholders' rating of efficiency of use of adaptive management	34
Figure 33: Stakeholders' rating of the programme's ability to adapt to changing conditions	34
Figure 34: Sustainability - Stakeholders' rating of UNDP's systems on creating capacities (human resource, systemic and structural) for sustained results of its programmes	36
Figure 35: Sustainability - Stakeholders' rating of UNDP CO capacity to sustain its operations in terms of financial and programmatic implementation	37
Figure 36: Stakeholders' rating of UNDP established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups	38
Figure 37: Sustainability - Stakeholders' rating of National partners have the institutional capacities, including sustainability strategies in place to sustain the outcome-level results	38
Figure 38: Sustainability - Stakeholders' rating of public/stakeholders awareness of and support for the project's long-term objectives	39
Figure 39: Sustainability - Stakeholders' rating of adequacy of project management arrangements in place at project entry	39
Figure 42: Stakeholders' rating of UNDP achievement of results in promoting gender equality	42
Figure 43: Stakeholders' rating of progress made towards including gender equality, women's empowerment, and human development.....	43
Figure 44: Stakeholders' rating of suitability of UNDP's selected method of implementation/ partnership modalities to the country and the development context.....	45
Figure 45: (Partnership) Stakeholders' rating of enhancement of partnership and communications with the government and development partners	45
Figure 46: (Partnership) -Stakeholders' rating of involvement of different partners in Programme implementation	46
Figure 47: (Partnerships) - Stakeholders' rating of involvement of stakeholders in determining activities and planned outputs.....	47
Figure 48: Stakeholders' average opinion rating of UNDP Country Programme on partnerships	77
Figure 49: Strengths of the UNDP country programme 2019 – 2023.....	77
Figure 50: Weaknesses of the UNDP country programme 2019 – 2023	78
Figure 51: Mean rating on Gender equality and social inclusion	82
Figure 52: Mean opinion rating on human rights aspects	82
Figure 53: Stakeholders' mean opinion rating on sustainability of UNDP country programme interventions 2019 – 2023	83
Figure 54: Stakeholder-mentioned Sustainability efforts by UNDP	84
Figure 55: Sustainability efforts by stakeholders.....	84

List of tables

Table 1: The rating system	8
Table 2: Funding sources and resource utilization 2019-2021.	25

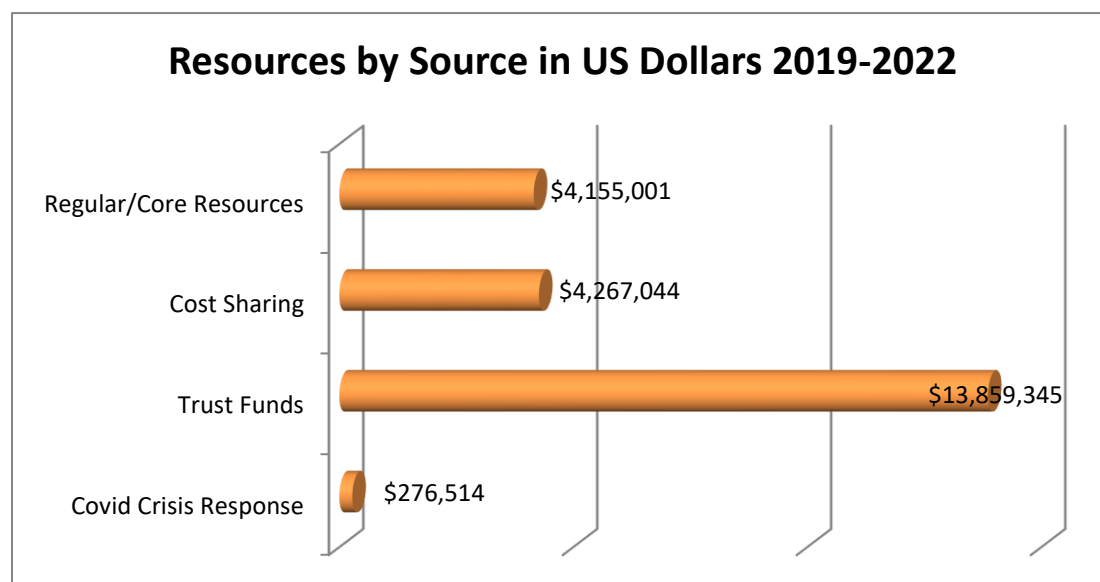
LIST OF ACRONYMS AND ABBREVIATIONS

ACC	Anti-Corruption Commission
CO	Country Office
CPD	Country Programme Document
DBN	Development Bank of Namibia
EIF	Environmental Investment Fund
FAO	Food and Agriculture Organization
GCF	Green Climate Fund
GDP	gross domestic product
GEF	Global Environment Facility
M&E	Monitoring and evaluation
MAWF	Ministry of Agriculture, Water and Forestry
MET	Ministry of Environment and Tourism
MGEPEWS	Ministry of Gender Equality Poverty Eradication and Social Welfare
MITSMED	Ministry of Industrialization, Trade and SME Development
MME	Ministry of Mines and Energy
MoF	Ministry of Finance
MOJ	Ministry of Justice
MPESW	Ministry of Poverty Eradication and Social Welfare
MSYNS	Ministry of Sport, Youth and National Service
MTE	Mid-term evaluation
NDP	National Development Plan
NSA	Namibia Statistics Agency
OPM	Office of the Prime Minister
SDG	Sustainable Development Goal
TOC	Theory of change
TOR	Terms of reference
UMIC	Upper Middle Income Country
UN	United Nations
UNAM	University of Namibia
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNPAF	United Nations Partnership Framework
WFP	World Food Programme
WHO	World Health Organization

Executive summary

Namibia is categorized as an Upper Middle-Income Country, with a Gross Domestic product (GDP) per capita of USD\$ 4,179.28 (WorldBank 2020). . Namibia's economy fell into recession in 2016 and has since struggled to recover. Namibia faces several persistent development challenges including; climate change, gender inequality, poor wealth/income distribution (Gini coefficient of 0.591), structural unemployment, low access to improved sanitation facilities (55%) and electricity (48%). Namibia's population by 2020 was 2,540,905 people with an annual population growth rate of 1.8% with a population density of 3 people per Km² (UN data). Namibia is affected by the triple threat of food insecurity, high HIV prevalence and weak Institutional capacity. Since 2020, it has also been badly affected by the Coronavirus Disease 2019 (COVID-19) pandemic.

The current Country Programme Document (CPD) 2019-2023 is aligned with the UNDP Strategic Plan 2018–2021, the National Development Plan (NDP 5) and emphasizes three main areas of intervention: (1) economic progression; (2) environmental sustainability; and (3) good governance with total resources shown in the figure below.



The overall objective of the CPD Mid Term Evaluation (MTE) is to assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in light of the development priorities, and the changes in the local and international contexts including the impact of COVID-19. The primary audience of this MTE is the UNDP, Government of the Republic of Namibia (GRN), development partners, UN Country Team (UNCT), and UNDP implementing partners. Use was made of both qualitative and quantitative methodology. The Mid-term evaluation (MTE) found that UNDP is recognized for its neutrality, high credibility and ability to leverage multi-sectoral partnerships on a wide range of issues. Up to Sixty percent of the targeted results were achieved by January 2022, by the time of the evaluation Nov 2021- Apr 2022, mid-way the programme cycle. By using its capacity to mobilize resources, re-purpose some and its innovativeness, UNDP had business continuity despite the

COVID – 19 restrictions, hence helping government jointly in fighting the pandemic and saving lives. Gender considerations though part of the programme needed to be given due attention with a focal gender person in office so as to deepen the mainstreaming of gender issues across the 3 portfolios. This posits to the need to strengthen the human resource capacity based on the current size and structure.

UNDP showed the agility in sustaining partnerships, however due to the evolving dynamics of sources of funding and comparative advantages in skills set, UNDP should consider increasing new partnerships that are different from the traditional ones, in particular engagement of the private sector in and outside of Namibia. UNDP was applauded for the strategic nature of the country programme and its relevance to the national priorities. However, given the pilot nature of programmes and projects, sustainability of these projects should be well mainstreamed in stakeholder's plans and activities with the attendant resources for creation of sustained impact. UNDP was applauded for the effectiveness and efficiency with which it provides policy guidance to stakeholders, using its integrator and knowledge based nature from the centers of excellence that it accesses. It should be noted that putting all these in place requires continued engagement with stakeholders in cross-cutting issues of gender, social protection and cohesion and resilience by addressing their root causes.

To strengthen UNDP work in Namibia in support of national development priorities, the evaluation made three recommendations:

- UNDP should explore strategic partnerships with relevant stakeholders besides the familiar ones, including the private sector and civil society to optimize resources, harmonize efforts and maximize results.
- UNDP should domesticate and implement a knowledge management and sustainability strategy and action plan for the benefit of all stakeholders. Implementation of the action plan will ensure that there is availability of information and data which makes it easier for development and adaptive management purposes. Furthermore, data on the SDG and the results framework would be made easily available in the Ministries, Departments and Agencies.
- UNDP needs to build on the lessons and opportunities from the COVID-19 pandemic response and those initiatives with people with disabilities to strengthen its resident staff complement to deliver its programmatic offer in economic progression, good governance and inclusive development portfolios for greater efficiency and effectiveness.

1. Introduction and overview

Namibia is a Southwest African Country, bordered by Angola to the north, Zambia to the northeast, Botswana to the east, South Africa to the southeast and south, and the Atlantic Ocean to the west. Namibia is an Upper Middle-Income Country (UMIC), with a Gross Domestic product (GDP) per capita of USD\$ 4,179.28 (World Bank 2020).. The COVID-19 (coronavirus) pandemic is set to have an unprecedented impact on Namibia's economy and has exacerbated preexisting structural challenges. Real GDP contracted by 7.4% year-on-year (y-o-y) over Q1-Q3 2020. Namibia's population by 2020 was 2,540,905 people with a population growth rate 1.8% with a population density of 3 people per Km² (UN data).

UNDP Namibia Country Programme Document (CPD) for 2019-2023 is informed by the 2030 Agenda for Sustainable Development and is aligned to Namibia's Fifth National Development Plan 2017 – 2022, (NDP5) [1] and the United Nations Partnership Framework (UNPAF) for the period 2019 – 2023 [2]. The NDP5, prioritizes to achieve Inclusive, Sustainable and Equitable Economic growth, Build Capable and Healthy Resources, ensure Sustainable Environment and Enhance Resilience and promote Good Governance through effective institutions. UNDP Namibia's work for 2019-2023 is guided by three priority areas aligned to NDP5: Economic Progression; Environmental Sustainability; and Good Governance [1].

In line with UNDP's comparative advantage in providing policy advice and capacity building, the country programme posits three pathways: diversified pro-poor employment; sustainable environment and resilience; and inclusive governance to accelerate achievement of Sustainable Development Goals (SDGs) and achieve inclusive green growth, accountable institutions for poverty eradication and inequality reduction. The programme seeks to leverage synergies with other United Nations agencies and contribute to the achievement of the SDGs.

From early 2020 to date, the world was plagued with the COVID-19 pandemic that affected program implementation, including that planned by Namibia. The pandemic has impacted not only health and well-being of the nation and people, but also on the wider socio-economic activities. The pandemic caused declaration of a State of Emergency in March 2020 in Namibia, travel restrictions, a national lockdown in April 2020 among other measures. This impacted on the programming context.

UNDP Namibia is midway in its implementation of the Country Programme Document (CPD) for 2019-2023. To gauge the progress of the implementation of the CPD, halfway the period, an independent Mid-Term Evaluation (MTE) was conducted to inform the Country Office (CO) in programming for the remaining period of the CPD cycle, drawing on experience and lessons learnt over the past period.

2. UNDP Programme Under Review

The Programme (CPD 2019 – 2023) operates mainly at the policy level, while strategically influencing downstream interventions in three portfolios: economic progression, environmental sustainability and good governance. The 3 portfolios respond to the 3 outcome results 1.1, outcome 3.1 and outcome 4.1 respectively of the UNPAF. The long-term impact that the programme contributes to is to eradicate poverty, reduce inequality and enhance resilience through an interplay of well-articulated outcomes and pathways as provided for in the Theory of Change (ToC). In partnership with the Government of the

Republic of Namibia (GRN) and stakeholders, UNDP delivers the programme with a staff complement of upto 45 personnel through 3 distinct and collaborating programme teams; namely the Sustainable Inclusive Green Growth (SIGG), Sustainable Environmental Management and Enhanced Resilience to Shocks and Crises (SEMER) and the Governance Responsive Institutions and Civic Engagement (GRICE).

Under the economic progression portfolio, UNDP provides support towards strengthening the institutional frameworks for inclusive growth strategies. These include the training of entrepreneurs in basic entrepreneurship skills for poverty eradication, the establishment of the Sustainable Development Goals Impact Facility (SDGIF), providing matching grant funds to support women and youth in business, social enterprises and micro, small and medium enterprises (MSMEs) so as to address the challenges of the financing gap they face. The National Disability Forum was established to strategically bring together a cross-section of stakeholders with an interest in, or responsibility for the rights of persons with disabilities, as a social inclusion vehicle. The integrator role of UNDP has equally seen UNDP support the GRN in developing the Namibia Integrated National Financing Framework, which includes the SDG Investor Map for Namibia (2021) laying out 5 key sectors and 15 Investment Opportunity Areas (IOAs), the work being done on the SDG Financing Strategy and the Digital Finance Ecosystem Assessment.

Under the environmental Sustainability portfolio, UNDP's interventions are largely aimed at boosting the provision and use of cleaner, more affordable energy in rural areas, strengthening the institutional and legislative aspects of disaster risk management, and supporting ecosystem based climate change adaptation measures and biodiversity conservation. UNDP provides support to improve environmental management and build resilience. Some examples of support provided range from mobilization of financial resources for inter alia water resources management and setting up of carbon market, the development of adaptation and mitigation measures contained in the updated Nationally Determined Contributions (NDC) report, completion of National Greenhouse Gas Inventories (NGHGI), the establishment of the Conservation Relief, Recovery & Resilience Facility (CRRRF) providing financial relief to Community-Based Natural Resource Management (CBNRM) institutions affected by the COVID pandemic, implementation of five integrated landscape management in agricultural and forested areas, to the construction of auction and marketing kraal(s) and community forestry's offices. UNDP financially supported (the formulation of projects, stakeholder engagements and gender-related actions, etc.) development of nature-based solutions that aims to address human wildlife conflicts and wildlife crimes. UNDP supported the sustainable development advisory council and Parliamentary standing committee on natural resources to scale up policy implementation and improve national coordination mechanisms. Under the governance portfolio UNDP support focusses on anticorruption, promotion of rule of law, and democratic governance and service delivery by strengthening institutions that provide the best potential to improve oversight, realization of human rights, accountability and participation. UNDP with partners supported the review of the National Universal Periodic Review (UPR) report to develop the 3rd cycle Namibia's National UPR report. UNDP supported the National Planning Commission with the development of the National SDG Communication Strategy with an emphasis on citizens' engagement using the SDG online hub. There has been continuous support to the Namibia Statistics Agency for enhanced data collection and reporting for decision making. Under the auspices of the UNCT, UNDP

worked with other UN agencies and the Namibia government to produce the Namibia socio-economic impact assessment of the COVID 19.

In delivering the programme, the country office is informed by the Namibia Joint Partnership and Resource Mobilization Strategy 2019. Several partners and resources have been earmarked in the delivery of the programme. Mid-way through the programme, utilization of resources has been as shown in Figure 1 below. The vertical funds and the Covid crisis response funds making up the bulk of development resources.

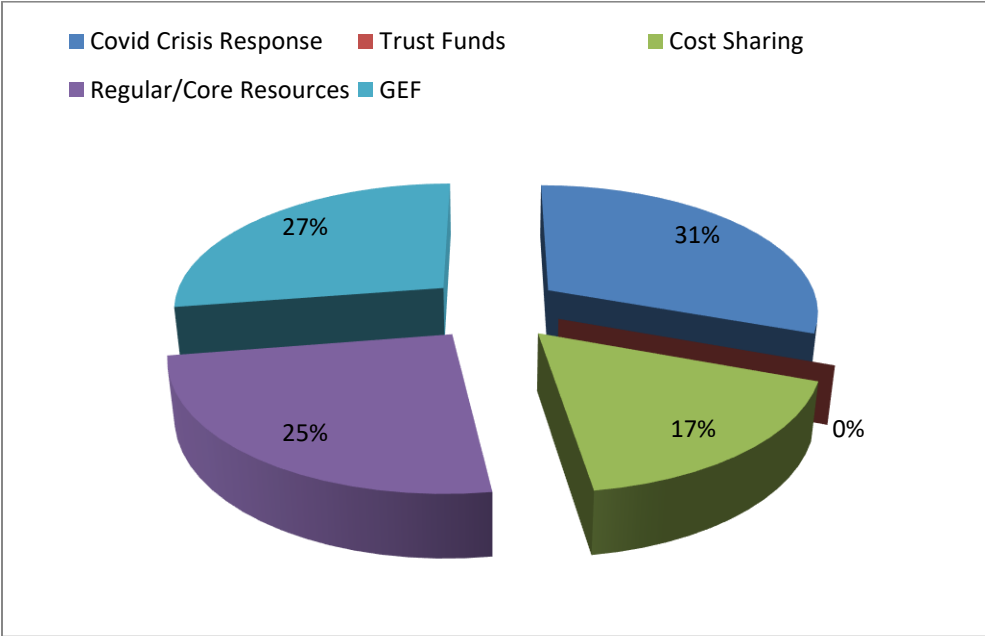


Figure 1: Funds Utilization as at October 2021

3. Evaluation purpose, scope and objectives

Purpose of the MTE

Guided by the TOR (Annex 11.1) provided by UNDP Namibia, the MTE assessed progress made towards the achievement of the CPD outputs and realization of the CPD outcomes in order to appreciate UNDP’s contribution to both the UNPAF and the NDP 5 at the national level as well as UNDP’s Namibia’s contributions to the UNDP global strategies, including the global development agenda 2030. The MTE drew experience and lessons that will inform the remainder of the country programme period 2022 - 2023.

3.1 Evaluation scope

The MTE covered programme activities from January 2019 to December 2021 funded by all sources, including core and non-core UNDP resources, donor funds, and government funds. The geographic coverage included all activities under the three portfolios of the Country Office engagement. The MTE also covered the extent to which the programme strategy addressed several points of reference,

namely, national priorities in NDP5 (2017-2023) and individual ministerial strategic objectives; the UN Partnership Assistance Framework (UNPAF); and the extent that the UNDP-supported interventions (outputs) have contributed to the attainment of UNPAF key results or outcomes. The task also involved an evaluation of gender-related results achieved under the country programme.

Cognizant of the fact that the evaluation was to;

- have management responses to be systematically implemented by Government, stakeholders and UNDP,
- be made public and shared widely for dissemination of findings, and
- draw lessons and share evaluative knowledge across countries, the consultant team fully agrees with the standard scope (programme design, implementation, programme results, resource utilization; issues of sustainability, lessons learnt and intended results of the programme) of such evaluations for comparability purposes as was possible and helpful. This will help in future programming initiatives of UNDP programmes.

3.2 Primary objectives of the MTE

The overall objective of the CPD Mid Term Evaluation (MTE) is to assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in light of the development priorities, and the changes in the local and international contexts including the impact of COVID-19.

The **specific objectives** were to:

- assess performance of the programme in terms of effectiveness, efficiency, appropriateness and timeliness of producing the expected outputs, and challenges of implementation of the CPD;
- assess relevance and effectiveness of the project's strategy and approaches for the achievement of the project objectives;
- assess the quality and timeliness of inputs, the reporting and monitoring system and extent to which these have been effective;
- assess relevance of programme management arrangements; identify advantages, bottlenecks and lessons learned with regard to the management arrangements;
- assess the impact of UNDP's development assistance across the major thematic and cross-cutting areas of UNPAF and the national development priorities;
- examine appropriateness and sustainability of the CPD in supporting Namibia's development agenda as defined in the NDP 5; and
- provide recommendations to key project stakeholders for follow-up activities.

3.3 Evaluation criteria and main questions

Evaluation criteria: The consultants' team applied the key evaluation criteria (Relevance, Efficiency, Effectiveness, Sustainability and Impacts) as fully detailed in the advertised TORs (annex 11.1) and inline with the OECD/DAC evaluation criteria.

Evaluation questions: The consultants developed detailed evaluation questions (Annex 11.7).

Stakeholders involved: A list of all stakeholders is included in annex 11.4. The stakeholders included government ministries, implementing partners, UN agencies, UNDP and other stakeholders as found relevant for the scope of the MTE.

4. Evaluation approach and methods

4.1 MTE design

The MTE was a cross-sectional descriptive study, employing both qualitative and quantitative data collection methods to provide a holistic understanding of the relevance, effectiveness, efficiency, and sustainability of the country programme. It adopted a participatory and inclusive approach, giving voice to different stakeholders involved in the implementation of the CPD as either Implementing Partners, or other stakeholders. This design included assessing trends/status of indicators of country programme performance; the indicators being aligned with national priorities that are outlined in NDP5, the UNPAF 2019-2023, UNDP Strategic Plan 2018-2021, Vision 2030 and SDGs.

In measuring successes, baseline(s) is one of the fundamental minimum requirements of M&E Policy. The consultants used the baseline(s) available to evaluate the successes of the programme. The consultants were cognizant of the norms to be followed during the evaluation. To ensure utility of the findings, participation of the stakeholders was deemed crucial, as well as maintenance of independence and impartiality during the exercise. To ensure quality standards, all professional norms were followed as well as upholding of the ethical standards required of the United Nations and all its programmes.

4.2 Data collection approach and data sources

The MTE data collection comprised three main activities, namely:

- Literature review
- Semi-structured interviews with key stakeholders who have been affiliated to the programme
- Focus Group Discussion (FGD) and follow up with UNDP project teams/focal staff
- Case study documentation

4.2.1 Literature Review

This was conducted to facilitate familiarisation of the evaluation team with the project as well as assess progress of the programme against targets/planned interventions. The documents listed in annex 11.4 were reviewed.

4.2.2 Interviews

Semi-structured interviews were conducted with key stakeholders listed in Annex 11.3 in collaboration with the Evaluation Manager. A semi structured questionnaire (Annex 11.2.1) was used for consistency in data collection. Due to the limited MTE time available, sampling was done purposively guided by scope of the CPD results framework. Cross cutting themes of gender, youth and disability were also considered in the key participant selection. Interviews were done virtually via zoom, WhatsApp and physical meetings in efforts to increase response rate, with due consideration of the COVID-19 situation.

4.2.3 Consultations with programme team

The consultants conducted a FGD with the UNDP programme team (Annex 11.5) and followed up with focal staff based on preliminary information given during the FGD. The discussions served to gather data, triangulate and validate information that was gathered from literature review.

4.3 Data collection tools

All stakeholder interviews were guided by a semi-structured questionnaire, while the FGD was guided by an FGD guide, collectively termed “data collection tools” included in Annex 11.2. The tools were developed based on document review and were finalized in liaison with the UNDP through the evaluation manager.

4.4 Ethics

The MTE was conducted in a transparent manner; involved key stakeholders after seeking for their consent and with measures to ensure high quality of processes and products. The evaluation consultants upheld ethical principles of justice, beneficence and respect while abiding by ethical standards and principles to ensure credibility of the MTE. The consultants signed a pledge of ethical conduct (Annex 11.8). The evaluation was done in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation.

5. Data analysis and documentation

5.1 Data analysis

Data from interviews/semi-structured questionnaires was entered in a Statistical Package for the Social Sciences (SPSS) v25 and analyzed. Qualitative data was equally analyzed and where applicable, quotes from respondents are cited verbatim in this report.

5.2 The rating system

Programme aspects considered included; Project concept and design, Stakeholder participation in project formulation, Implementation approach, Monitoring and evaluation, and attainment of Outcomes and achievement of Project Objectives. The evaluation team used the standard UNDP rating system shown in Table 1:

Table 1: The rating system

Opinion rating	Description
6) Highly Satisfactory	The programme has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
5) Satisfactory	The programme has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
4) Moderately Satisfactory	The programme has moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
3) Moderately Unsatisfactory	The programme has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
2) Unsatisfactory	The programme has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
1) Highly Unsatisfactory	The programme has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
0) Don't know	Respondent un-familiar with factor under consideration

5.3 Quality assurance, reliability and validity

Consultants reviewed reports/other relevant documents, extracted data from these or databases availed by the Evaluation Manager and summarized data into a database for analysis to answer evaluation objectives.

Reliability and validity of the MTE: To ensure consistency as a quality aspect of the MTE, the consultants used structured data collection instruments. To ensure validity as a quality aspect, the consultants triangulated data from documents and that collected through interviews.

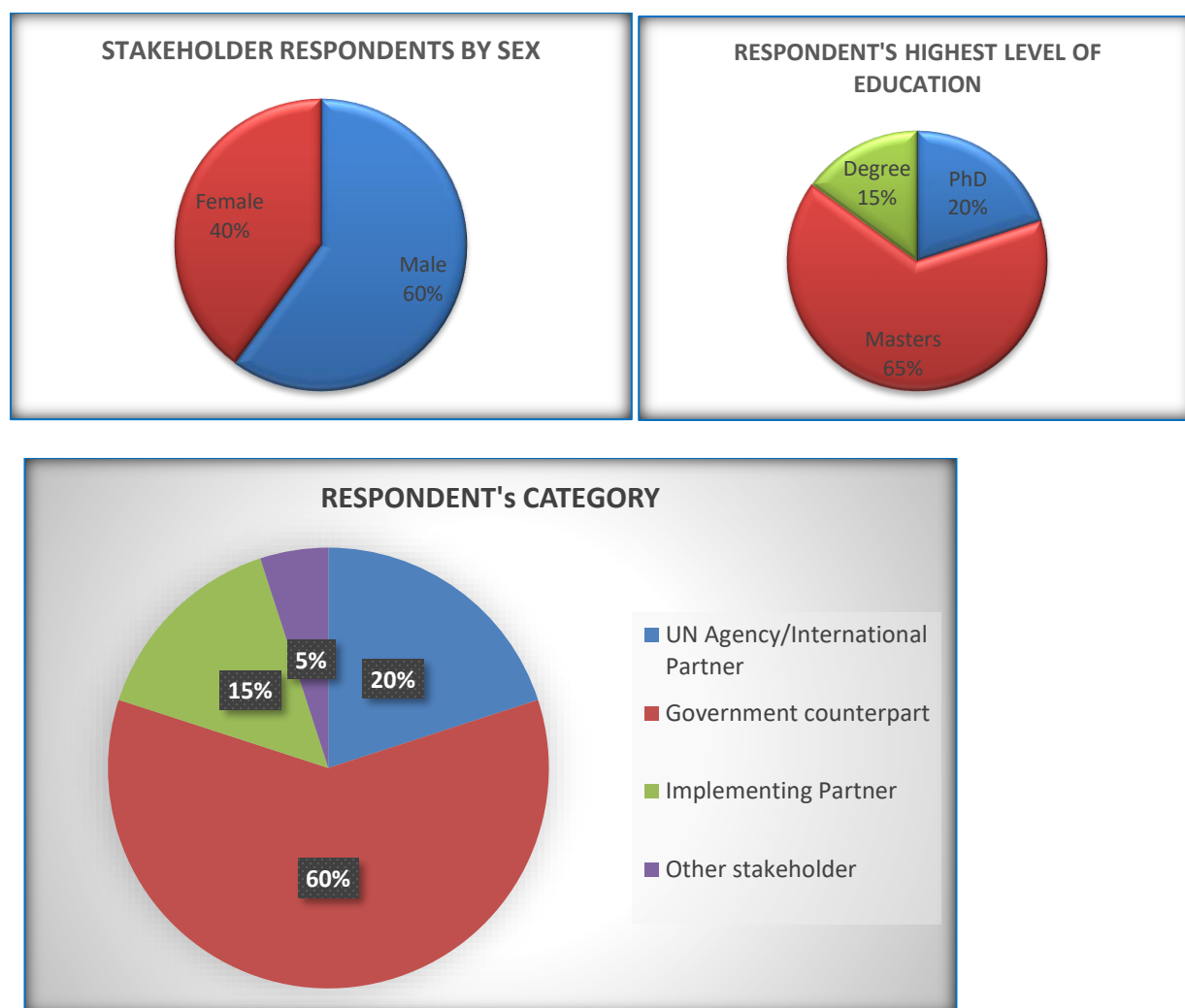
5.4 Limitations to this evaluation and anticipated challenges

The travel restrictions posed by the global COVID-19 pandemic limited the capacity to conduct face-to-face interviews and interact with the different stakeholder groups and communities benefiting from UNDP support. Albeit with the poor connectivity most of the time, virtually the team established and maintained quality in-depth interactions with a diverse number of key informants. The MTE started during the Christmas break where many stakeholders were on holiday. The challenges posed by remote data collection were mitigated through a broader and a more in-depth desk review and synthesis of existing data, as well as by increasing the number, through repeated follow-ups and quality of consultations with different stakeholders. Multiple fora were sought to solicit data from stakeholders.

6. Findings

6.1 Demographic characteristics of the participants

A total of 20 stakeholders participated in the MTE interviews while three participants declined citing inadequate information/engagement with UNDP on the CPD 2019-2023. Majority of the respondents were male (60%, n = 12). Majority of the 20 respondents have masters' degrees (65%, n = 13); serve at national level (95%, n = 19). The mean age of the respondents was 42.9 (± 6.7) years, the youngest respondent being 35 years while the eldest was 60 years. Participants had on average collaborated with UNDP for 8.2 (± 6.9) years (minimum 0.8; maximum 25 years). The MTE had a good representation of stakeholder groups, with 60% being government counterparts. Participants represented stakeholders on all three UNDP priority areas comprising Economic Progression (60%, n = 12), Environmental Sustainability (50%, n = 10), and Good Governance (55%, n = 11); and other cross-cutting aspects that included social progression, gender, human resources (HRs), Sexual and Reproductive Health and Rights (SRHR) and health (25%, n = 5). Some stakeholders collaborate with UNDP on more than one priority area. A Focus Group Discussion and follow ups were done with 10 UNDP CO staffs with almost all (90%, n = 9) being female. The CO has upto 45 staffs both technical and support staff to deliver on the programme.



6.2 Detailed Presentation of findings

6.2.1 Relevance of Programme Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results

The programme is relevant, aligned to national development needs and priorities, and activities so far implemented and earmarked as provided for in the CPD to address the gaps. Currently the staff compliment of upto 45 personnel as per the updated organogram is able to deliver on this programme. The governance structure of the country office and capacity to deliver on intended results is moderately satisfactory. However gaps were observed and highlighted through interviews held in onsite technical support on gender and economic strengthening aspects, which needs to be addressed through recruitment of dedicated personnel that would be resident in the country with appropriate expertise to support gender mainstreaming and economic progression, with the back-up of the non-resident personnel both in the regional and international centres available.

R1. The programme is relevant to the evolving context and the national development agenda

The CPD articulates the strategy that is well aligned to the GRN priorities and defined in the NDP 5. Government involvement in programme planning and implementation contributes to country ownership and ensures alignment of efforts with intended results. This is reflected in the participation of stakeholders mainly from Ministries, Departments and Agencies of Government in the deliberations of the MTE, whereas there were few CSOs and the private sector.

Relevance of the programme was reiterated by majority (95%) of the 20 stakeholders as they rated relevance of the programme to the evolving context and the national development agenda as highly satisfactory or satisfactory (Figure 2). The average rating was 5.45 out of 6, categorized as satisfactory.

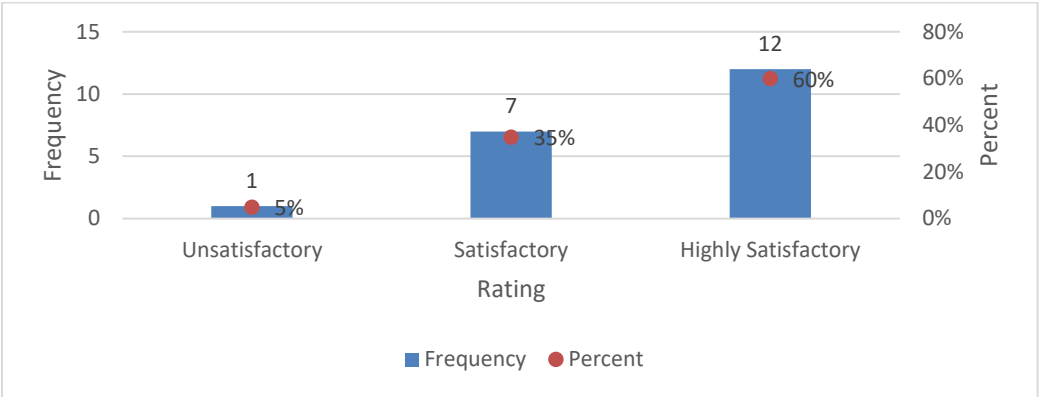


Figure 2: (Relevance) - stakeholders' rating of the programme's relevance to the evolving context and the national development agenda

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R2. Project activities address the gaps in the policy, regulatory and capacity framework at national level

UNDP supported policies in the country and strategies such as drafting of the blue economy policy, protection and safety of minors in the small mining sector, and elements of fire management strategy that is being finalised. Projects are also used as tools to drive desired change. UNDP also supported government on mobilising resources for the SDGs. One of the examples is the SDG Investor Map as part of the Namibia Integrated National Financing Framework, including the work being done on the SDG Financing Strategy and the Digital Finance Ecosystem Assessment. Regarding capacity framework, UNDP has room to improve to bring in more players innovatively to play a part in national development. The gaps that exist were equally reported by stakeholders as needed to be filled to enable UNDP perform its core functions more effectively.

Stakeholders affirmed that indeed project activities address policy, regulatory and capacity aspects, by majority (75%; n=15;) rating UNDP on this aspect as highly satisfactory or satisfactory (Figure 3). Average rating was 5.25 out of 6 points, rated as satisfactory.

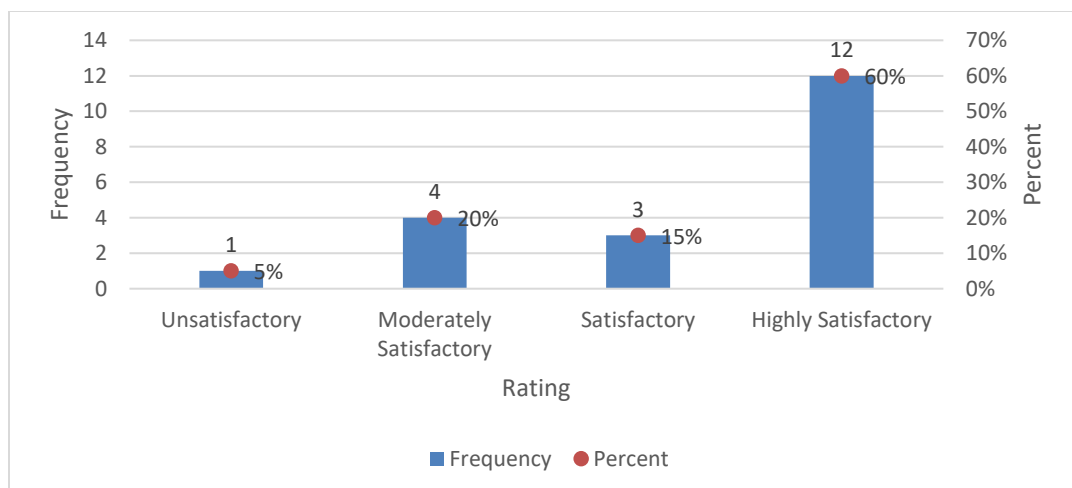


Figure 3: (Relevance) - stakeholders' rating of programme activities addressing gaps in policy, regulatory and capacity framework at national level

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R3. The programme's objectives and components were relevant, according to the social and political context

The UNDP country programme's three priority areas of Economic Progression; Environmental Sustainability; and Good Governance are aligned to the NDP5. These priority areas of the UNDP were relevant according to the context; this is due to the fact that the principle of sustainable development permeates the NDP 5. The goals of the NDP 5 are; 1) achieve Inclusive, Sustainable and Equitable Economic Growth, 2) Build capable and healthy human resources, 3) Ensure Sustainable Environment and enhance Resilience and 4) promote good Governance through effective Institutions. The programme objectives directly talk to the 4 goals of the NDP 5.

Majority (90%; n=18) of the respondents rated this aspect as highly satisfactory or satisfactory (Figure 4) with average rating of 5.4 out of 6 points, categorized as satisfactory.

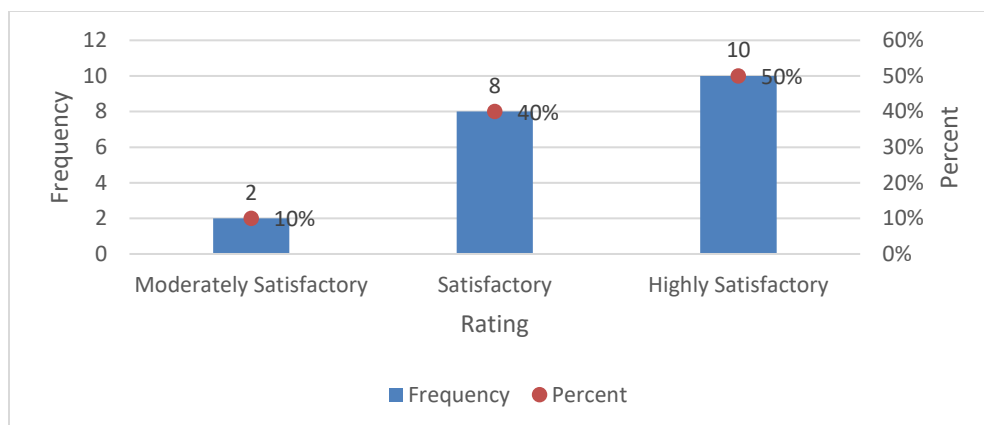


Figure 4: (Relevance) - Stakeholders' rating of the programme's objectives and components according to the social and political context

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R4. The project is suited to local and national development priorities and policies

Namibia's development priorities are informed by the 2030 Agenda for Sustainable Development and is aligned with the Namibia NDP5 (2017 - 2022) and the UNPAF (2019 – 2023). The NDP5 prioritizes to achieve Inclusive, Sustainable and Equitable Economic growth, Build Capable and Healthy Resources, Ensure Sustainable Environment and Enhance Resilience and Promote Good Governance through effective institutions. The CPD is well aligned to these priorities as evidenced by the CPD and theory of change (TOC) (Annex 11.8). The programme was able to respond to national priorities, including the emergence of the COVID-19 pandemic where resources of up to USD 276,514 (2020 - 2021) were re-allocated to support the government in response efforts.

All (95%; n=19) except one of the 20 stakeholders rated the programme's suitability to local and national priorities mostly as satisfactory and highly satisfactory with an average rating of 5.35 out of 6 points; categorized as satisfactory (Figure 5).

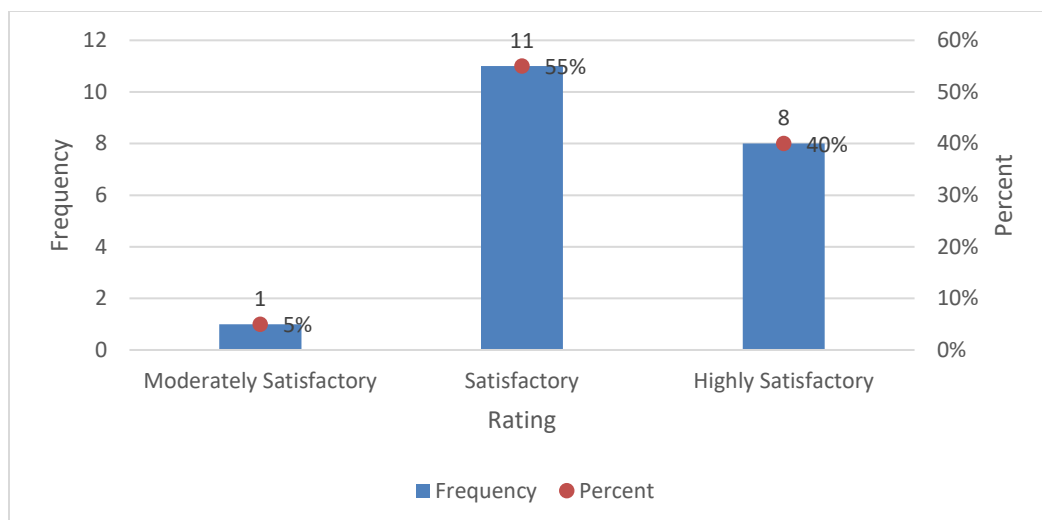


Figure 5: (Relevance) - Stakeholders' rating of the programme's suitability to local and national development priorities and policies

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R5. The Country Office has capacities to deliver on the intended results

Capacities of the CO to deliver on Programme can be categorized in terms of the numbers as well as the technical skills to deliver on those projects. The team commends the capacity of the CO to keep the staffs motivated to continue with the programme. More often than not, those in acting positions tend to be demotivated on not knowing whether they are upto the tasks or not. The CO has upto 45 positions to deliver on the programme as per the Organogram updated in 2020.

As the CO ensures to have proper alignment of skills to the tasks available, key positions – heading components need to be substantively filled to ensure that there is continued guidance to the rest of the teams and stakeholders on what needs to be done and done rightly for better efficiency and effectiveness.

Slightly more than half (65%; n=13) of the stakeholders rated UNDP Country office's capacity on this aspect as satisfactory or highly satisfactory with an average rating of 4.4 out of 6, categorized as moderately satisfactory (Figure 6). Notable is the fact that 3 (15%) respondents rated this aspect as unsatisfactory or moderately unsatisfactory, adding to other observations and reported challenge related to human resource gaps.

MTE findings revealed a need for a gender focal person/specialist to support the CO in driving the gender issues across all portfolios.

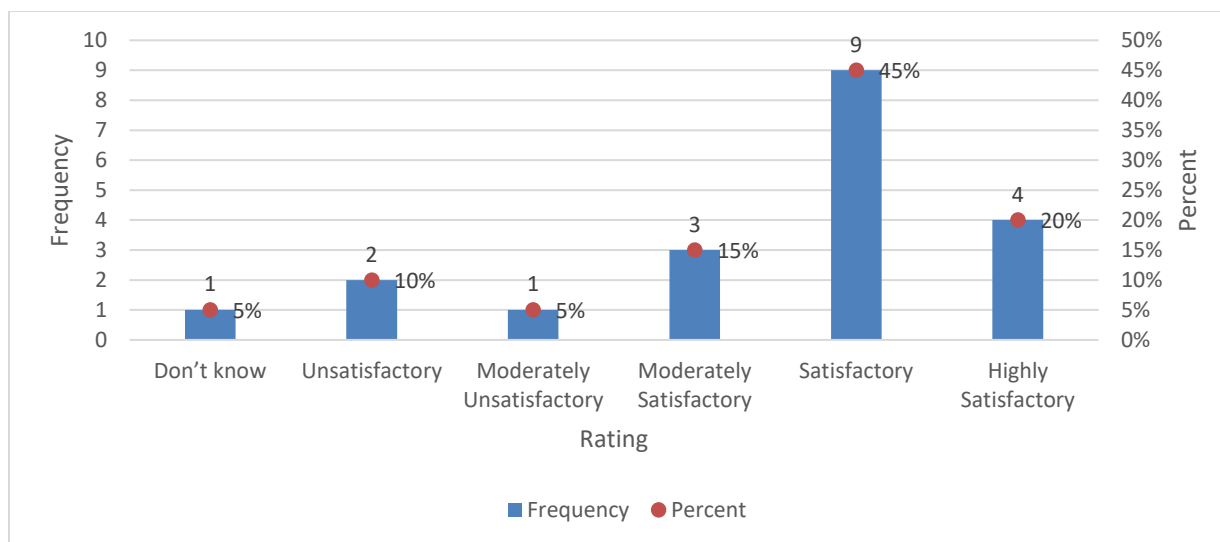


Figure 6: (Relevance) - Stakeholders' rating of UNDP Country Office's capacities to deliver on the intended results

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R6. The programme is aligned with the national development needs and priorities

Namibia's development needs are enlisted in the NDP5 and well-articulated in the UNPAF.

The CPD and the inclusive TOC are well aligned to the national priorities. The CPD was developed in consultation with a wide range of stakeholders, which ensured alignment to the national development needs and priorities.

Almost all (95%; n=19) stakeholders rated this aspect mostly as highly satisfactory or satisfactory with average rating of 5.4 out of 6, categorized as satisfactory (Figure 7), with a mean score rating of 5.4 out of a maximum rating of 6.

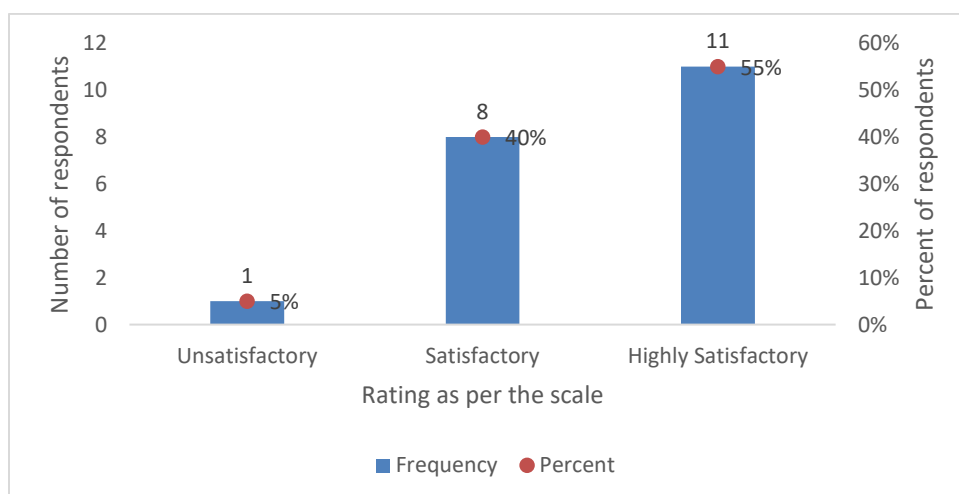


Figure 7: (Relevance) - Stakeholders' rating of the programme's alignment with the national development needs and priorities

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

The alignment needs to be upheld by ensuring that monitoring of projects and programmes is able to provide lessons and feedback to all the stakeholders.

R7. Given the COVID 19 pandemic, for example, the programme is responsive to the changing environment in-country at national and subnational levels

The country programme is responsive to the changing environment as evidenced from the CO ability to support emerging needs such as the COVID-19 pandemic, and hepatitis E. The programme mobilized and allocated up to USD 276,514 to support government efforts in curbing the effects of the pandemic.

Stakeholders affirmed this as evidenced by majority (80%; n=16) of them rating this aspect as satisfactory or highly satisfactory (Figure 8). The average rating was 5.0 (satisfactory) out of a maximum score of 6.

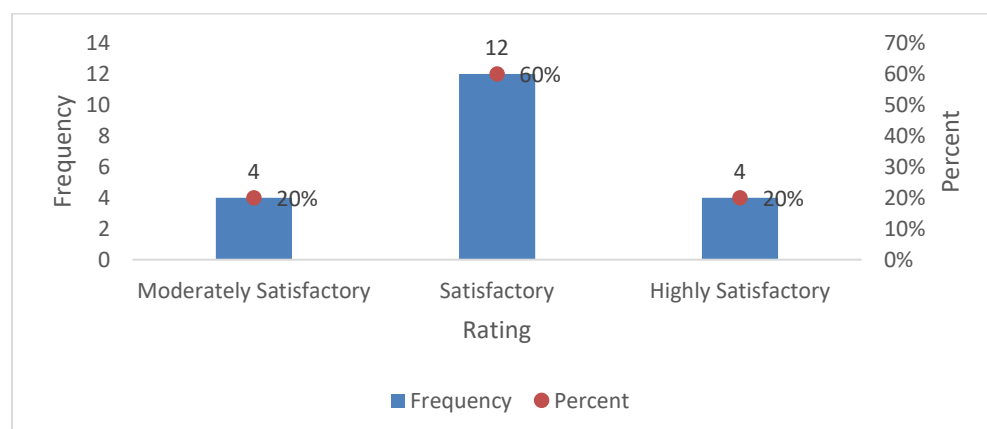


Figure 8: (Relevance) - Stakeholders' rating of the relevance of the programme's responsiveness to the changing environment

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R8. The current governance structure of the Country Office is appropriate to promote unified approach of its programmatic engagement strategy

The UNDP CO is managed by the Senior Management Team in close management with the Country Office Management Team comprised of senior staffs and heads of components/portfolios. These provide direction for the day to-day management of the Programme directly under the leadership of the Deputy Resident Representative and strategic stewardship of the Resident Representative. The available structures are functional and able to deliver.

Half (50%; n=10) of the stakeholders rated this aspect as either highly satisfactory or satisfactory (Figure 9). The average rating for this aspect was quite low at 3.5 (between moderately satisfactory and moderately unsatisfactory). Quite a number (25%; n=5) did not know whether the current governance structure was relevant in promoting a unified approach of its programmatic engagement strategy.

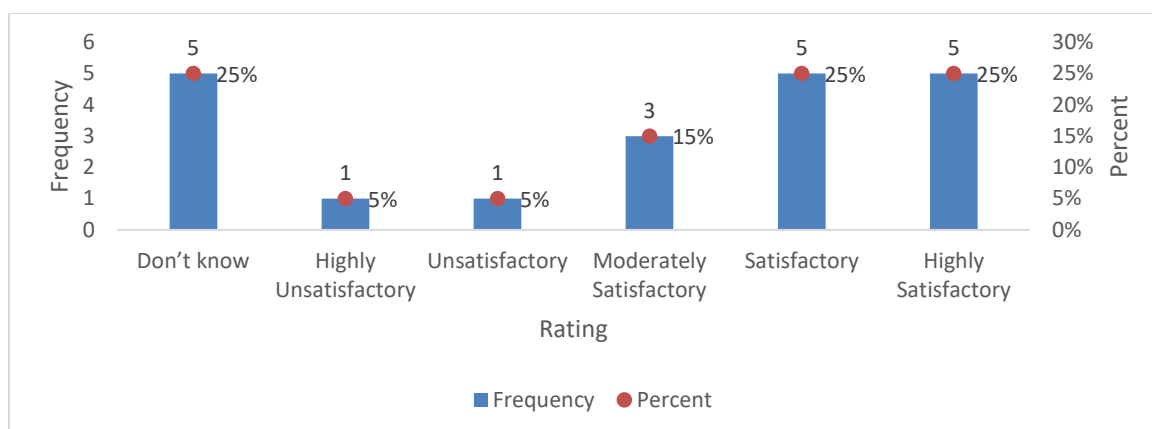


Figure 9: Stakeholders' rating of the relevance and appropriateness of the current governance structure of the Country to promote unified approach of its programmatic engagement strategy

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

R9. The intervention logic/theory of change (TOC) and the underlying assumptions of the country programme integrated gender equality and other cross-cutting issues

The TOC provided for an interplay of well thought out outcomes and assumptions that would lead to the realization of the impact. These are still valid and there is no need to have a reconstruction made. The team sees that under the prevailing conditions the assumptions still hold. The TOC accounted for gender, disability and youth through the strategic outcome "Diversified employment, pro-poor income and livelihood activities especially for women, youth and marginalized population". Most (85%; n=16) stakeholders rated this aspect as satisfactory or highly satisfactory with a mean rating of 4.8 (Figure 10), confirming the finding.

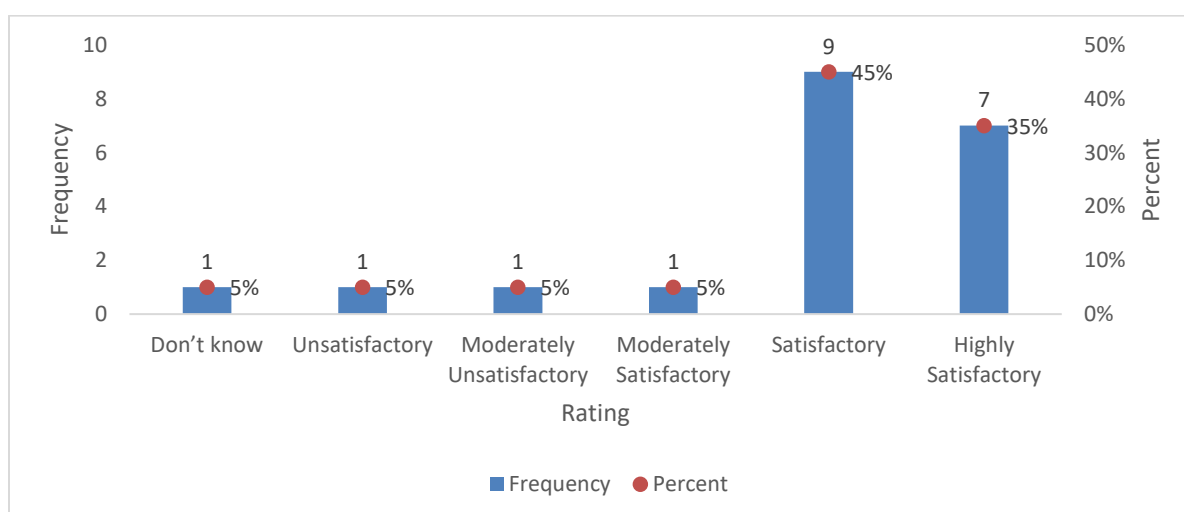


Figure 10: Stakeholders' rating of the relevance of the intervention logic/theory of change and the underlying assumptions

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

Conclusion and recommendation on relevance

Stakeholders acknowledged a total of 22 strengths which the MTE grouped into four themes (Figure 3, annex 11.9). The most occurring theme was the strategic nature of the country programme and its design. UNDP is applauded for aligning programmes to the country's National development goals and Harambee Prosperity Plan, mainstreaming gender across all programmes/ portfolios and introduction of innovations such as urban agriculture and the young professionals' programme. Urban agriculture is a celebrated innovation towards the countries' agenda of food security. Existence of the Accelerator lab allows for these innovations to flourish across the programme and to be widely replicated, an approach that allows identification of potential challenges before project full implementation, and also enables participation from the grassroots. Project testing before implementation saves money that would be spent on certain projects not deemed relevant. Illustrative quotes from stakeholders are shown in Figure 11. FGD participants re-iterated the good approach to programme design, the theory of change and partnerships among the strengths.

Respondent R1 *"The program is strategic and is tied to the 2030 agenda for sustainable development, international and regional treaties, and commitments as well as national development goals/blue prints."*

Respondent R1 *"... complemented by national policies, the integrated mechanism aided to national structures in maximizing on decentralized functions and local government institutions, and in the process advancing pro-active citizen engagement."*

Respondent R13 *"The alignment of the programme to the national development plans, policies and strategies enables the UNDP country programme to focus on key national priorities."*

Respondent R16 *"The programme also focus(es) on poor women and youth, the marginalized, and people living with disabilities, especially in biodiversity-rich, sensitive and disaster-prone areas." "... further focuses on diversified employment, pro-poor income and sustainable livelihoods for women, youth, persons with disabilities and marginalized populations"*

Respondent R1 *"A key strength, the program fosters multi-sectoral cooperation, and embraced extensive consultation with stakeholders (with specific institutions and in unison)."*

Respondent R5 *"Intensive stakeholder engagement in crafting, reviewing, reporting annually, and being at the center of implementation"*

Figure 11: Selected quotes from stakeholders on strengths of the UNDP Country Programme 2019 - 2023

6.2.2. Effectiveness (EV) Progress Towards Results: To what extent have the expected outcomes and objectives of the programme been achieved thus far?

The achievement of the outcomes and objectives is dependent on a number of factors. The review of the results matrix provides a set of indicators that are well aligned to the achievement of the set outcomes. UNDP has supported government capacities in the collection of data about these indicators and this needs to be strengthened to ensure that data is continuously collected, analyzed and information shared with the wider stakeholder.

EV1. The programme is compatible with the UNDP programming strategy for Namibia

The programme is nationally executed in line with the Paris Declaration so as to improve results delivery and country ownership. Depending on the circumstances and situation, the most appropriate implementation modality to ensure effective and efficient delivery of nationally owned, sustainable results has been used in the programme implementation. The case of COVID-19 where direct implementation was implored based upon the required timely, safeguards and pertinent turn around while ensuring UNDP’s accountability in complex programming situations and in consideration with specific partners’ requests. Without leaving any one behind UNDP Namibia has continued to play an integrator role.

Most stakeholders (80%; n=16) rated the programme’s effectiveness on this aspect as satisfactory or highly satisfactory with an average score of 4.55 out of 6 (Figure 12).

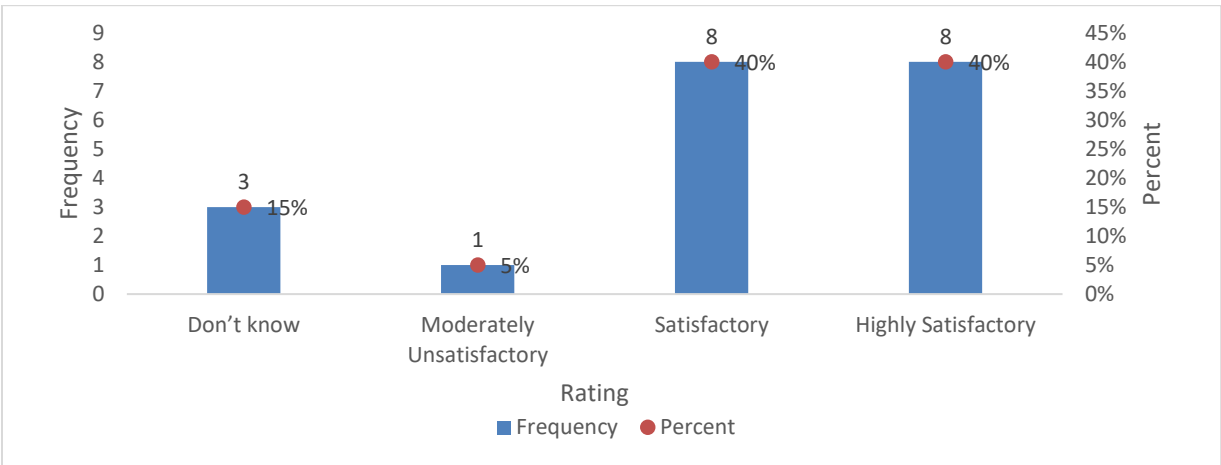


Figure 12: Stakeholders' rating of the effectiveness of the UNDP programming strategy for Namibia

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

EV2. The current CPD on track to achieve planned results

The level of achievement of results measured from the indicators is modest given the circumstances of COVID-19 that took away/reduced a total of 2 years from the implementation cycle.

Relatively few (55%; n=11) stakeholders think the CPD is on track to achieve planned results; with quite a number (25%; n=5) unsure of the level of progress (Figure 13). The stakeholders’ average rating on this aspect was quite low at 3.6 that is between moderately satisfactory and moderately unsatisfactory.

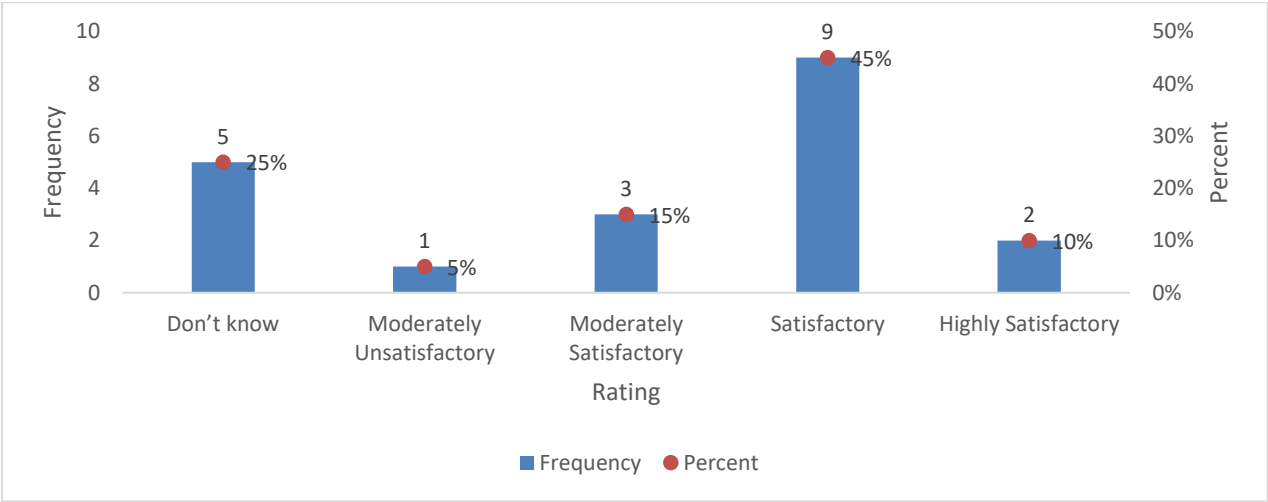


Figure 11: Stakeholders' rating of the CPD being on track to achieve planned results

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

EV3. The current CPD addresses gender equality, disability, women’s empowerment, and other cross-cutting issues

The Programme ably integrates gender equality to the extent of ensuring that the CO participates in the gender seal capacity building offered by UNDP HQ.

All programmes have a gender aspect integrated. Disability issues were given significant consideration as evidenced from a dedicated programme (UNPRPD) and the creation of a disability forum to drive the programme agenda. The stakeholders’ average rating on this aspect was 4.2 (moderately satisfactory) with slightly more than half (65%; n=13) rating being satisfactory or highly satisfactory (Figure 14).

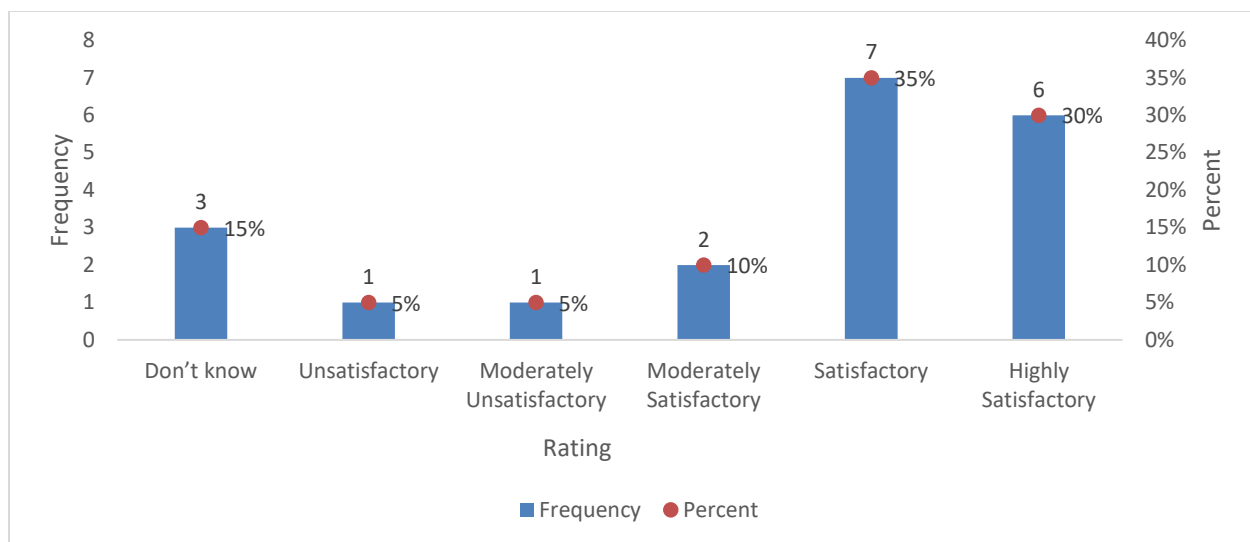


Figure 12: Stakeholders' rating of effectiveness of the current CPD on addressing gender equality, disability issues, women's empowerment, and other cross-cutting issues

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

EV4. UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening

As a knowledge-based organization, UNDP has continued to build capacities of GRN across the 3 portfolios under the CPD. These have ranged from the Namibia Integrated National Financing Framework under economic progression to setting up a carbon market under environmental sustainability and the Disability Forum under the Good Governance. These are well embedded into programming for matters of national ownership and sustainability of results.

To this effect several trainings have been carried out both physically and virtually. The challenge however is that given the short-term nature of projects implemented each on average of three years, staff who are recruited and trained to implement these projects may not be retained by the implementing institutions. This leads to loss of dedicated/customized skills/expertise from within the institutions. Majority (75%; n=15) of the stakeholders rated UNDP's capacity building efforts as satisfactory or highly satisfactory (Figure 15), with an average rating of 5.0 out of 6 categorized as satisfactory.

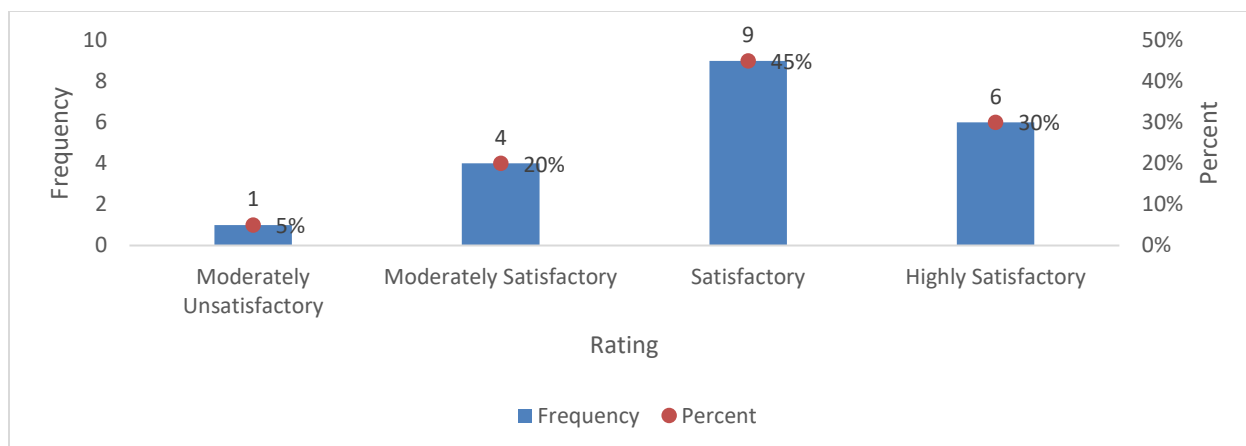


Figure 13: Stakeholders' rating of effectiveness of UNDP support towards national government capacity

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

EV5. UNDP has been able to form and maintain partnerships with government agencies and other development actors including bilateral and multilateral organizations, CSOs and the private sector to leverage results

UNDP collaborated with various actors in the implementation of the CPD. These included MEFT, ACC, Benguela Current Commission (BCC), CBIT-MEFT, EIF, Ministry of Environment, Forestry (NILALEG), MGEPSW, Ministry of Mines and Energy, MITSMED, MoF, MPESW, MSYNS, NSA, OPM, UNDP, UNFPA, WHO, WFP and WWF. Stakeholders confirmed UNDP's collaborative efforts on planning and implementation of various projects. Of the 19 stakeholders who responded to this question, majority (74%; n=14) rated UNDP's effectiveness on this aspect as satisfactory or highly satisfactory, with an average rating of 4.58 (Figure 16). The CO team also confirmed UNDP's partnership with government and development actors in its implementation of the country programme.

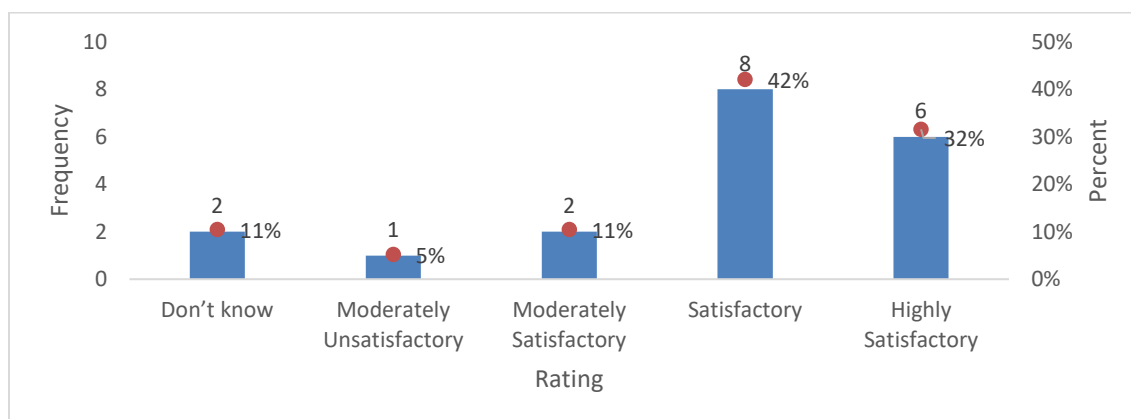


Figure 16: Stakeholders' rating of UNDP's ability to form and maintain partnerships with government agencies and other development actors

EV6. The programme was effective in acquiring policy guidance for future developments

The Country Programme was effective in acquiring policy guidance for its development support to Namibia. The CPD was developed in line with international and national policies and guidelines. The programme draws from UNDP's global Strategic Plan 2018-2021, Namibia's NDP5, and the UNPAF among other policies. Stakeholders confirmed UNDP's effectiveness in acquiring policy guidance by majority (85%; n=17) rating this aspect as satisfactory or highly satisfactory (Figure 17), with an average rating of 4.95 (satisfactory) out of 6. The UNDP country team also confirmed the efforts in seeking and using relevant policy guidance.

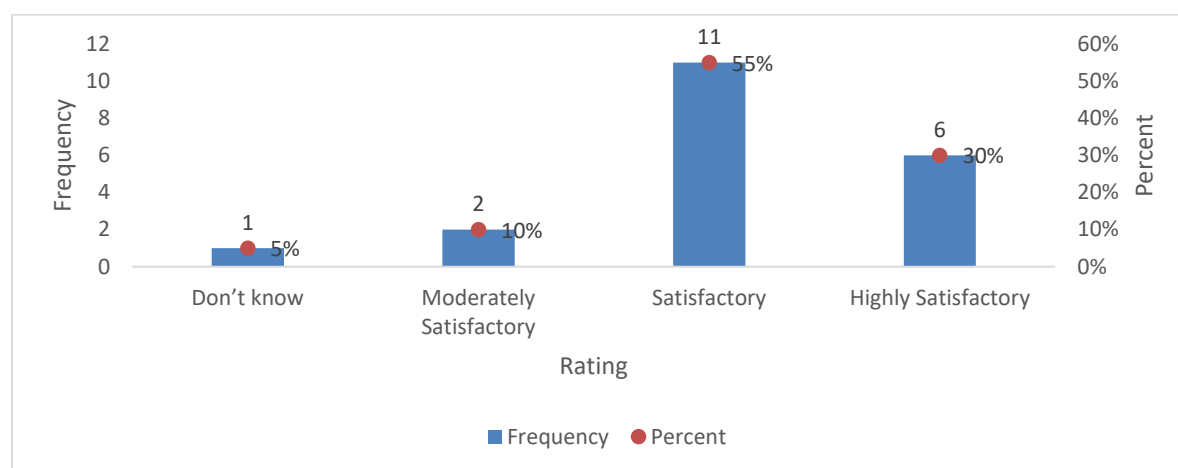


Figure 14: Stakeholders' rating of UNDP's effectiveness in acquiring policy guidance for future developments

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

Conclusion and recommendation on effectiveness

Stakeholders' average opinion rating on six aspects of effectiveness of UNDP was 4.95 (~5), which is satisfactory. There is room for improvement in this area given that policy interventions are key in driving the implementation of many areas of development. This will not only spur growth but also deepen the already achieved gains. Majority of respondents indicate the availability of room for improved effectiveness more so by having well skilled and adequate staff compliment to run the programme.

Limited capacity in terms of staff numbers and staff transitions with delays in recruitment hampered implementation. Limited awareness of approved programmes and stakeholder engagement, including limited private sector engagement on various UNDP projects were mentioned. Illustrative quotes from stakeholders are shown in Figure 18. Stakeholders also indicated a need for improved communication with stakeholders. A number among the respondents, although actively implementing interventions

with UNDP, indicated limited awareness of the CPD 2019 – 2023 and requested for a copy during the MTE, which the evaluation team shared.

“... the project coordinators at UNDP seem to be overseeing too many projects at once resulting in delays to attend to project activities.” Respondent R3

“Limited in the sense of reaching out to institutions with low capacity in terms of human resource numbers. Temporary staff are easily lost....” Respondent R5

“Not all social groups are included e.g. disability does not come out prominently.” Respondent R7

“Benefits to women and vulnerable people is limited” Respondent R12

“Lack of capacity; Not enough staff; High staff turnover; Low technical capacity of those in positions; Zero/no support from UNDP.” Respondent R15

“The programme is not explicitly on how it will strengthen the capacities of the whole of Government to integrate the 2030 Agenda, especially gender equality, into development plans and budgets.” Respondent R16

“Transition in counterparts midway through the project/staff changes. Lost time in staff adjusting, slowed project. Good if they (UNDP) could speed up recruitment and smoothen staff transition. It took about three months to replace staff (three months between to announcement of staff leaving and recruitment of new staff.” Respondent R6

“... There are very few capacitated CSOs and NGOs for implementation in Namibia. Support is too strongly (bent) towards government.” Respondent R14

“Dashboard focused. Need for proven capacities that grasp contemporary concepts on sustainability (e.g. circular economics, private sector financing and leveraging climate

Figure 18: Selected quotes from stakeholders on the UNDP Country Programme 2019 - 2023

6.2.3. Efficiency (EF) Project Implementation and Adaptive Management: Has the programme been implemented efficiently, cost effectively, and been able to adapt to any changing conditions thus far?

UNDP Namibia has shown to have adequately planned implementation of projects and programmes through adequate consultations with the stakeholders. This not only improves effectiveness but also the efficiency of programme management. The procedures used by UNDP are those agreed to with stakeholders as per the United Nations guiding principles. The CO has a fully-fledged operations unit which should be able to support in the efficiency of delivering the programme. The few number of staff in this unit indicates that a gap exists in seeing this to fruition. On the programmatic side, sharing a

Senior economist with another country leaves gaps in the desired (sustained) engagement with stakeholders in-country.

EF1. The CO has utilized the core resources to levy external funding to support the achievement of the SDGs

The CO obtained and utilized resources efficiently for interventions aimed at achieving the SDGs. The CO mobilized resources through cost sharing, COVID crisis response and trust funds to leverage regular resources. The resource utilization was increased from 79% in 2019 to 93% in 2020 then dropped to 78% in 2021 (Table 2). The CO realized increasing resources in third party cost sharing and trust funds between 2019 and 2021 (Table 2; Figures 19-21). Resource utilization in 2020, including for COVID-19 resources is commendable, given the COVID-19 pandemic at its peak in 2020 and 2021. The CO follows established procurement procedures to ensure value for money such as in procurement of goods and services. The CPD programming has obtained mixed results across the programming portfolio. Some interventions have made significant achievements which have been recognised by both the government counterparts and the partners, and therefore are showing a good return on the investment and value for money considering the significance of the achievement and the level of ownership that is being developed among institutions and partners.

Table 2: Funding sources and resource utilization 2019-2021.

Data source: UNDP CO, 2022

Fund source	31 Dec 2019			31-Dec-20			31-Dec-21		
	Resources	Programme delivery	Utilization Percent	Resources	Programme delivery	Utilization Percent	Resources	Programme delivery	Utilization Percent
Local Cost Sharing	354,519	235,462	66%	118,799	119,015	100%	(216)	-	0%
Crisis Response _COVID	-	-	0%	273,388	273,389	100%	3,126	3,126	100%
Regular resources	1,068,777	944,578	88%	1,209,629	1,197,111	99%	1,876,595	1,238,359	66%
Third Party Cost Sharing	786,138	311,250	40%	1,094,629	760,690	69%	1,913,175	974,087	51%
Trust Funds	4,191,037	3,537,162	84%	3,512,636	3,425,487	98%	6,155,672	5,502,492	89%
TOTAL	6,400,471	5,028,452	79%	6,209,081	5,775,692	93%	9,948,352	7,718,064	78%

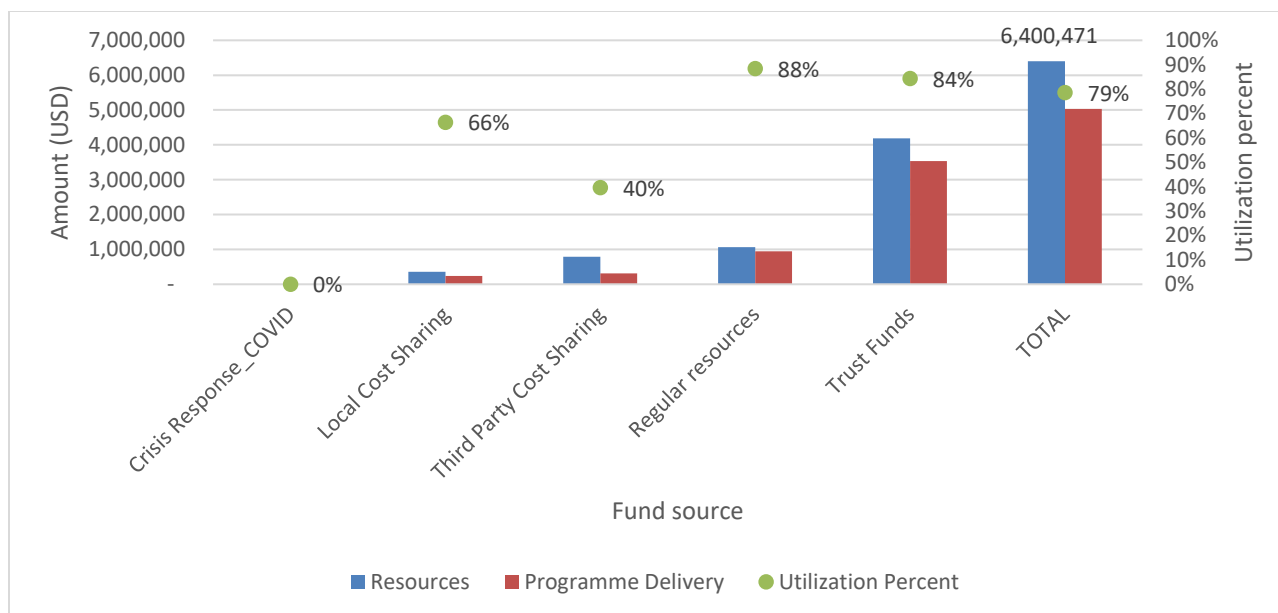


Figure 15: Funding sources and resource utilization as at 31 December 2019

Data source: UNDP CO, 2022

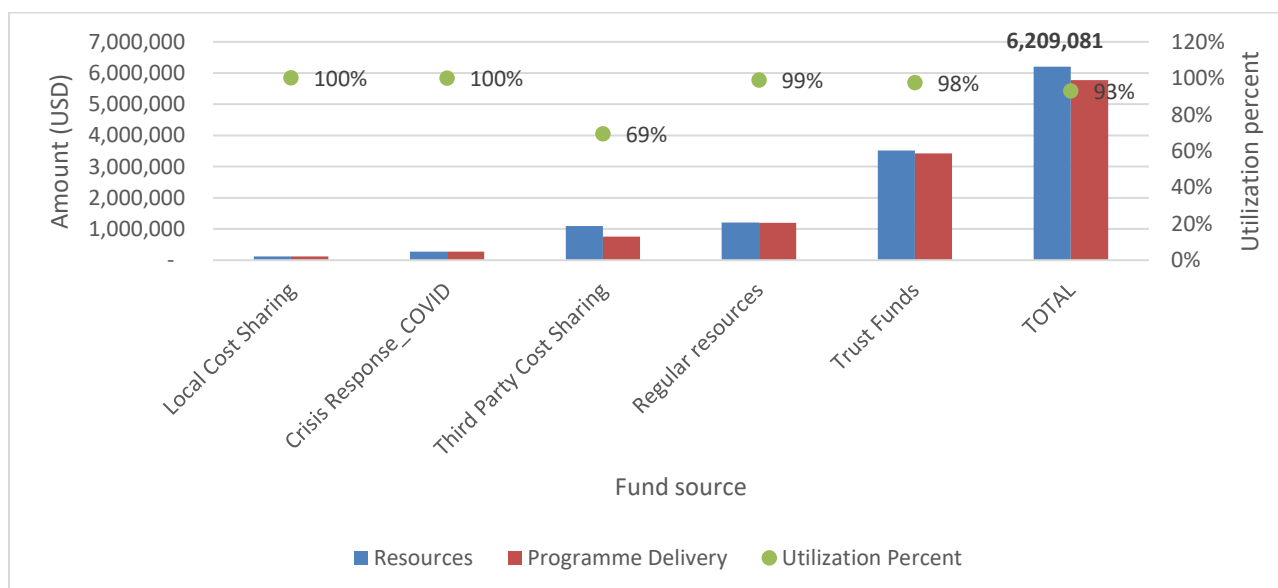


Figure 16: Funding sources and resource utilization as at 31 December 2020

Data source: UNDP CO, 2022

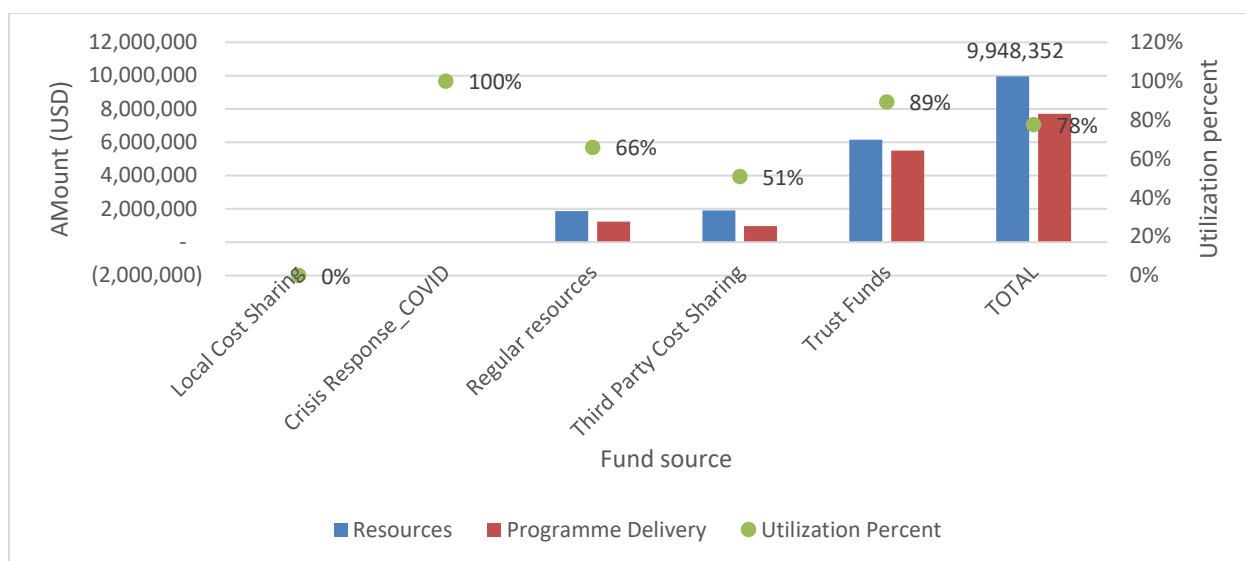


Figure 21: Funding sources and resource utilization as at 31 December 2021.

Data source: UNDP CO, 2022

A relatively high proportion (64%; n=12) of 19 stakeholders who responded to this question rated this aspect as quite satisfactory or highly satisfactory (Figure 22); with an average rating of 3.79 out of 6, which is moderately satisfactory. This shows availability of lots of room for improvement in the CO to actively engage with the private sector internal and external to double their resources mobilization efforts.

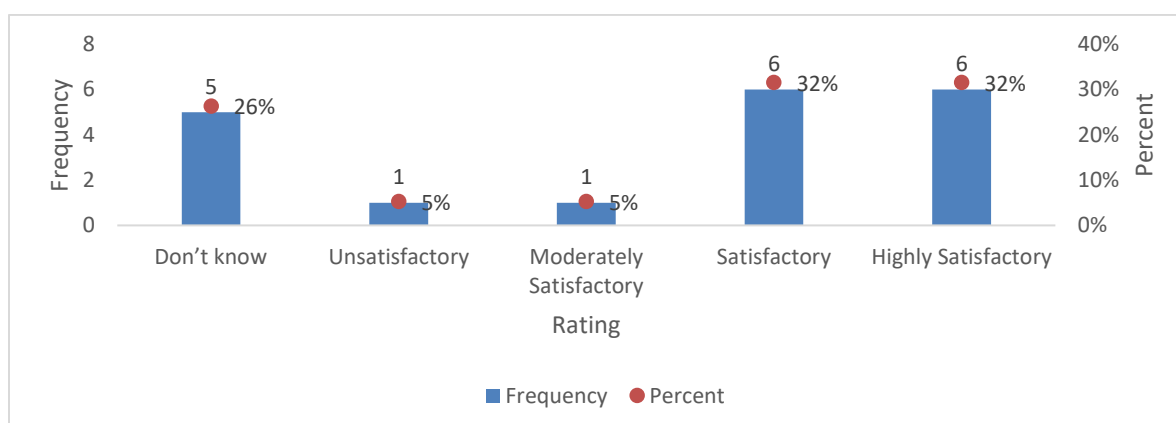


Figure 172: Stakeholders' rating of the CO efficiency in utilizing the core resources to levy external funding to support the achievement of the SDGs

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

EF2. Given the reprogramming and repurposing of funds in the era of COVID-19, the programme/projects outputs have been efficient and cost effective

The CO was efficient in repurposing funds to support the government in responding to the COVID-19 crisis. The CO utilized 100% of 273,388 USD that was repurposed for COVID-19 crisis response. A fairly high proportion (65%; n=13) respondents concurred with this finding by rating this aspect satisfactory or highly satisfactory (Figure 23). The average rating was 4.0 (moderately satisfactory). It is important to note that the resources availed for COVID-19 response may not have been sufficient to meet the health and economic needs that required support.

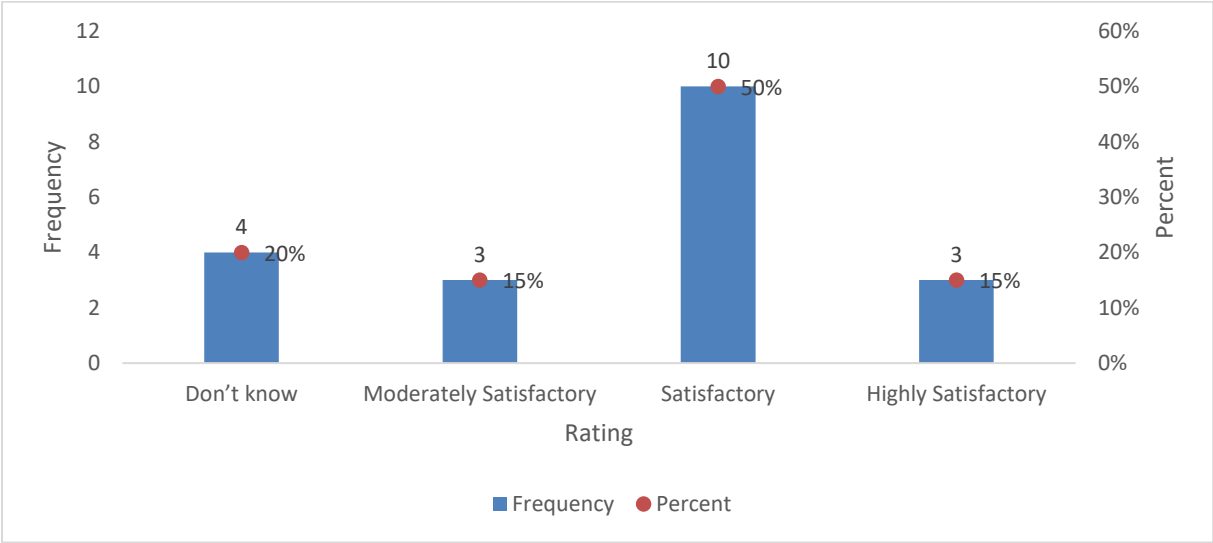


Figure 23: Stakeholders' rating of efficiency in reprogramming and repurposing of funds in the era of COVID-19

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

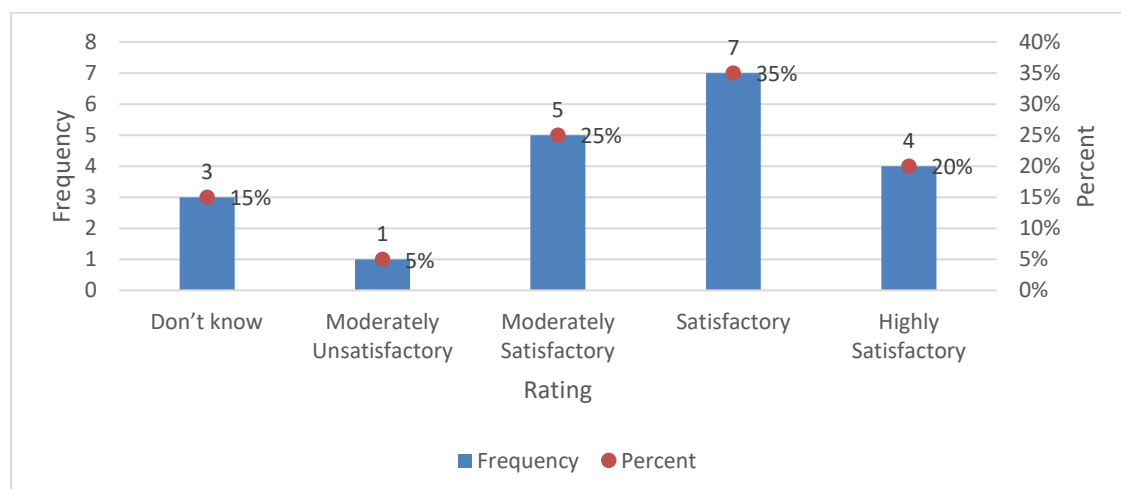
EF3. The monitoring and evaluation (M&E) systems that UNDP have in place are helping to ensure that programmes are managed efficiently and effectively

The CO has a dedicated monitoring and evaluation (M&E) associate supporting both the operations and programme of the CO . Regular meetings are held at least quarterly during which activity implementation progress is reviewed and recommendations made in light of issues affecting implementation as may have been identified during a reporting period. Supervisory and Monitoring visits are carried out on a regular basis. The team found a need for improving the efficiency in this area since, it is the basis of not only adaptive management but also building capacity of stakeholders under M&E.

A relatively high proportion (65%; n=13) respondents rated UNDP CO efficiency on M&E systems as satisfactory or highly satisfactory (Figure 24). The average rating was 4.1 out of six, which is moderately satisfactory. It is important to note that quite a number (20%; n=4) of stakeholders could not comment on the efficiency of the M&E systems; this proportion could represent stakeholders who are not involved in M&E of UNDP supported programmes. This finding is further confirmed by the stakeholders' request for reports and feedback to be shared, pointing to a gap in M&E system. This calls for action from UNDP. The CO has room to improve M&E systems to ensure more efficient and effective monitoring of the programme as M&E generates evidence for management decisions. At a minimum at

A bar chart with 'Rating' on the x-axis and two y-axes: 'Frequency' (left, 0-10) and 'Percent' (right, 0%-50%). The bars are blue. Red dots are placed above each bar, with the frequency value and percentage labeled next to them.

Rating	Frequency	Percent
Don't know	4	20%
Moderately Satisfactory	3	15%
Satisfactory	8	40%
Highly Satisfactory	5	25%



EF5. Project level M&E systems feed into the programme

As a requirement in programming at UNDP, there must be M&E as well as risk management. This was not surprising that many projects knew about M&E or had it embedded in their projects either through regular reporting requirements or visits. Two thirds (64%; n=12) of the 19 respondents who responded to this question rated UNDP's efficiency on this aspect as satisfactory or highly satisfactory (Figure 26). The average rating was 4.11 (Moderately Satisfactory)



Figure 196: Stakeholders' rating of UNDP efficiency as regards Project level M&E systems feeding into the programme

Rating scale: 6) Highly Satisfactory; 5) Satisfactory; 4) Moderately Satisfactory; 3) Moderately Unsatisfactory; 2) Unsatisfactory; 1) Highly Unsatisfactory; 0) Don't know

EF6. Project-level monitoring and evaluation systems, reporting, and project communications are supporting programme's implementation

As part of the requirement for reporting on progress on interventions/projects, every project has an M&E Framework. These have been regular although they tended to be irregular as a result of the COVID-19 pandemic restrictions.

Majority (74%; n=14) of 19 stakeholders consider the project level monitoring to be satisfactory or highly satisfactory (Figure 27). The average rating was 4.37 (Moderately Satisfactory).

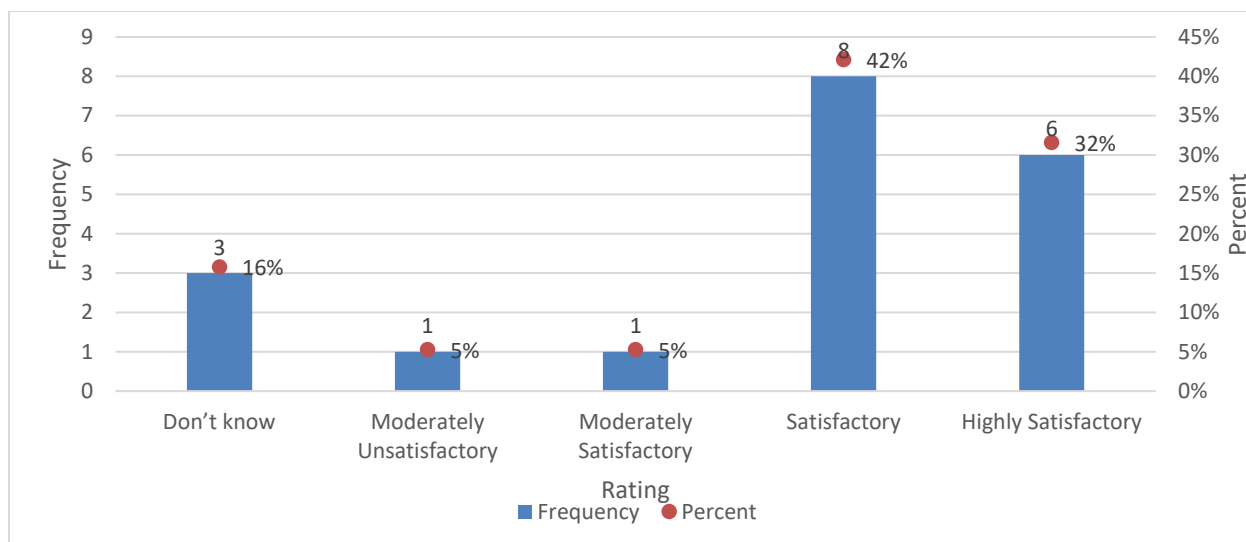


Figure 27: Stakeholders' rating of efficiency of project-level monitoring and evaluation systems

EF7. UNDP mobilized and used its resources (human, time, technical and financial) and improved inter-agency synergies to achieve its planned results in the current CPD cycle

UNDP mobilized and used its resources in collaboration and support of interventions to achieve planned results. This is evidenced from partnerships with sister UN agencies e.g., WHO on health-related interventions such as COVID-19 response and support to pharmaceutical system strengthening; NGOs and CBOs. Many stakeholders (70%; n=14) rated this aspect as satisfactory or highly satisfactory (Figure 28). The average rating was 4.6 out of 6 points, categorized as satisfactory.

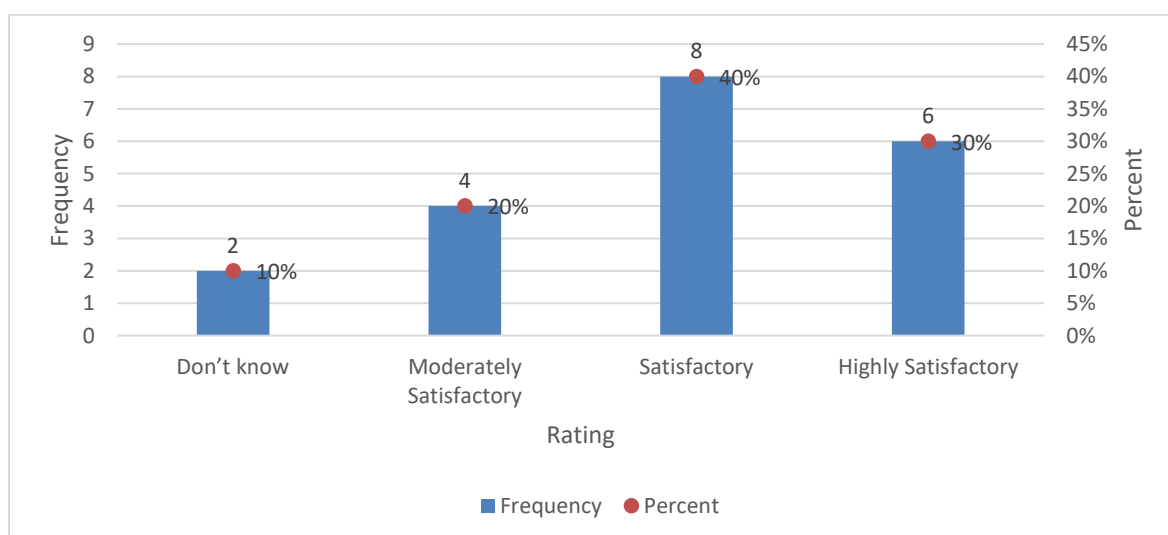


Figure 208: Stakeholders' rating of efficiency of UNDP on mobilizing and using its resources (human, time, technical and financial) and improving inter-agency synergies

EF8. Counterpart resources (funding, staff, and facilities) are enabling legislation

With the advent of COVID 19, there was a reduction of resources from the different sources that had committed to provide counterpart funding. The MTE did not find evidence of counterpart resources being used to enable legislation. This absence of information during the MTE tally's with stakeholders' relatively low rating on this aspect. Just half (50%; n=10) of the stakeholders rated this aspect as satisfactory or highly satisfactory (Figure 29). Average rating was 3.85 out of 6, which is only moderately satisfactory.

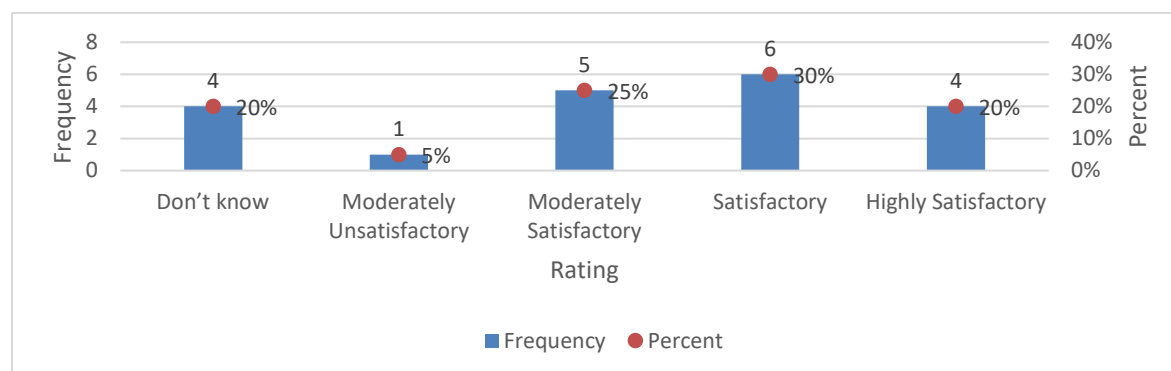


Figure 219: Stakeholders' rating of efficiency of counterpart resources (funding, staff, and facilities) enabling legislation

EF9. Counterpart resources (funding, staff, and facilities) are enabling legislation, and adequate programme management arrangements are in place at programme entry

Evidence of counterpart resources enabling legislation was not available during the MTE. However, staff assigned to and implementing projects with UNDP focal persons showed quite good arrangements in place at programme entry. UNDP has ably supported and implemented projects, showing good use of funding and staff resources. Less than half (48%; n=11) of 19 stakeholders rated this aspect as satisfactory or highly satisfactory (Figure 30). The average rating was 4.05 out of 6, categorized as moderately satisfactory.

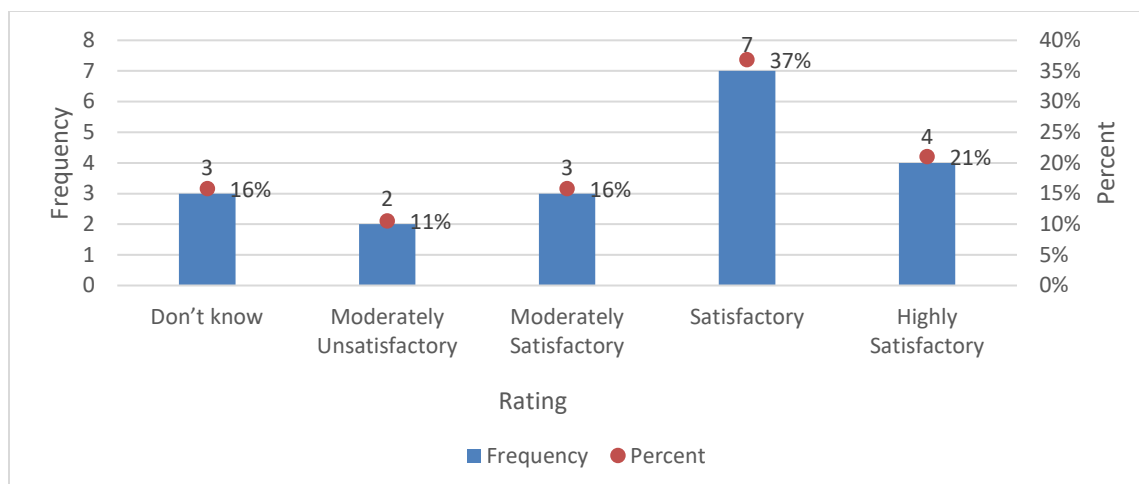


Figure 30: Stakeholders' rating of efficiency with regards to counterpart resources (funding, staff, and facilities) enabling legislation, and adequate programme management arrangements in place at programme entry

EF10. The programme was implemented efficiently, and in line with international and national norms and standards

The programme guided by the CPD was implemented in line with international and national norms. The CPD development was informed by the Common Country Assessment (CCA) and UNPAF as per the guidelines and framework of the Standard Basic Assistance Agreement that came into force on the 22nd March 1990 among other established standards. UNDP Namibia's programming is aligned to UNDP's mandate to end poverty, build democratic governance, rule of law, and inclusive institutions. Stakeholders on average rated this aspect 4.7 out of 6, which is categorized as satisfactory. A good proportion (75%; n=15) of the stakeholders rated it as satisfactory or highly satisfactory (Figure 31).

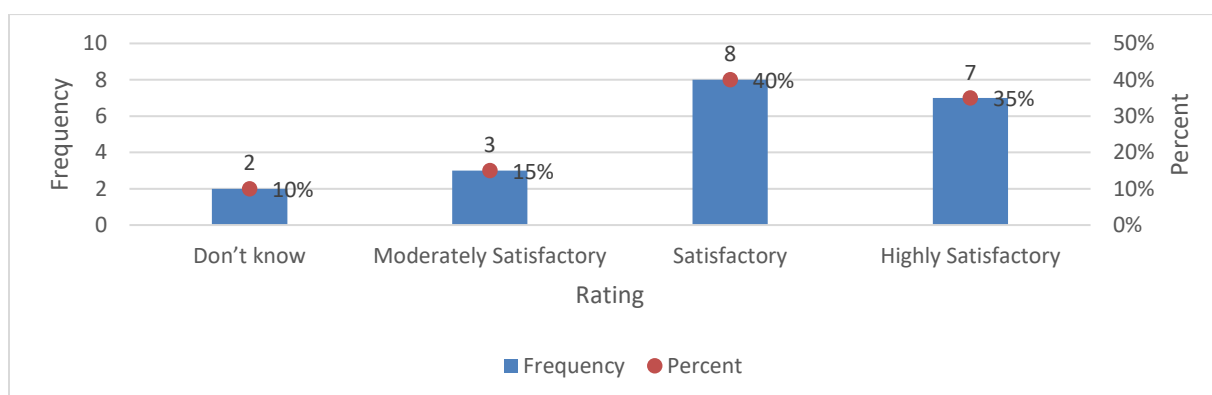


Figure 31: Stakeholders' rating of efficiency of programme implementation in line with international and national norms and standards

EF11. Adaptive management was used when/if necessary

UNDP used adaptive management in implementing its programme. Funding of up to USD 276,514 was mobilized/re-allocated and 100% utilized for programme delivery in 2020 and 2021 to support the government in responding to COVID-19 pandemic (UNDP resources and fund utilization for periods ending 31 Dec 2020 and 31 Dec 2021). UNDP also reviewed quarterly reports and addressed issues identified, which enabled progress of the programme. Majority (70%; n=14) stakeholders rated UNDP’s efficiency on adaptive management as satisfactory or highly satisfactory (Figure 32). Average rating was 4.6 out of 6, categorized as satisfactory.

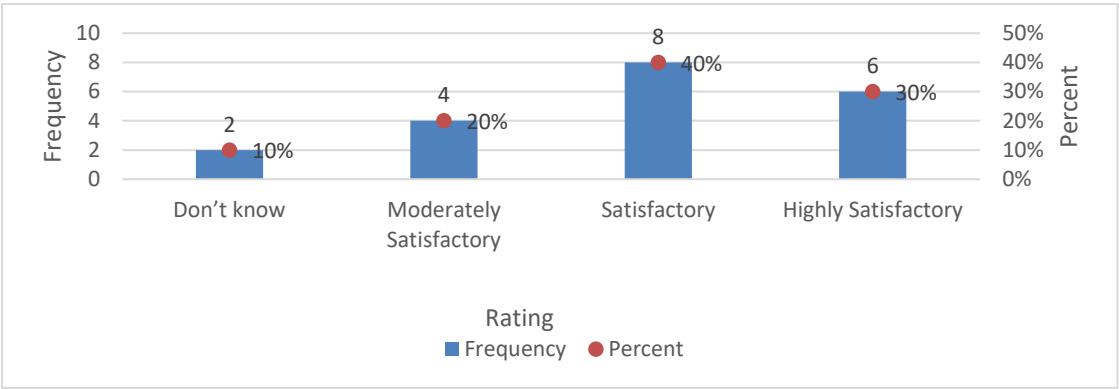


Figure 22: Stakeholders' rating of efficiency of use of adaptive management

EF12. The programme has been able to adapt to changing conditions

The programme adapted well to changing conditions such as COVID-19 pandemic in 2020-2021 as evidenced from continued service through innovative means like virtual meetings. Stakeholders concurred with this finding by highly rating this aspect (Figure 33). Average rating was 4.89

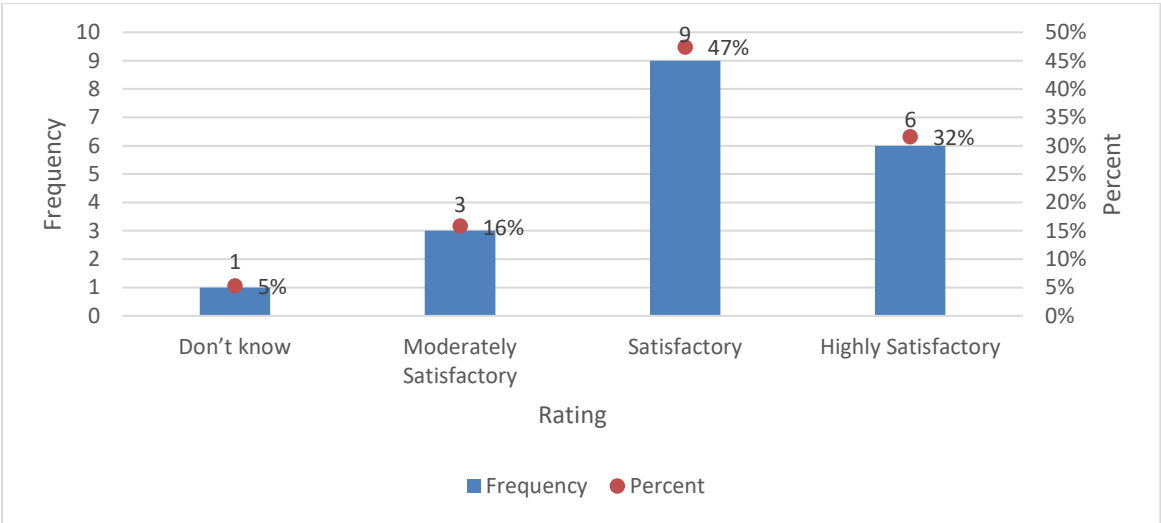


Figure 23: Stakeholders' rating of the programme's ability to adapt to changing conditions

Conclusion and recommendation on efficiency

Overall, programme implementation efficiency and adaptation to changing conditions were the most highly ranked factors. To enhance accountability and adaptive management, there is a need to enhance the M&E function by increasing the human resource available so as to provide adequate hands on advice to the stakeholders.

6.2.4. Sustainability (S) To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?

The CO faces risks of limited funding to sustain operations, this risk largely emanating from Namibia's ranking as a middle-income country. The may level seems to have stagnated and is feared to reduce as resources globally continue to be re-allocated to emerging needs such as the COVID-19 pandemic. The country received relatively same amount of funding totaling to USD 6,400,471 in 2019; a slight drop to USD 6,204,081 in 2020; and an increase to 9,948,352 in 2021 (Table 2). We note that funding in 2019 and 2020 was to a similar magnitude, despite the COVID-19 crisis to which response UNDP contributed. A number of projects are short-term, implementing partners recruit temporary staff who in many cases may not be retained after the projects close out – this leads to loss of expertise that had been gained from training for specific interventions. Climate change continued to impact the country through floods, hurricanes and influx of refugees which strains environmental resources. The COVID-19 crisis nearly reversed the economic gains made, with many people losing businesses and livelihoods, coupled with increased cost of living and health needs.

The Programme has a risk log and keeps track of risks, endeavors to mitigate them when possible or weigh risks against benefits for interventions/projects. Measures could include insurance, risk acceptance, risk avoidance, applying risk rating and enhanced monitoring for adaptive management such as for high-risk interventions where risk could crystalize into reality. The risk log is updated quarterly and issues are escalated to senior management as may be required. Risks of environmental sustainability are addressed with policies like the mineral policy of Namibia that is scheduled for review, strategies and action plans like the Strategic Action Plan for Sustainable Bush Value Chains in Namibia (2019).

S1. UNDP's systems have created capacities (human resource, systemic and structural) for sustained results of its programmes

The programme trained individuals, collaborated with established institutions like UNAM and established/supported structures like the National Disability forum and Gender Action Plan for sustained implementation of interventions and results. Stakeholders largely (70%; n=14) agreed with this finding (Figure 34). Average rating was 4.4 out of 6, categorized as moderately satisfactory.

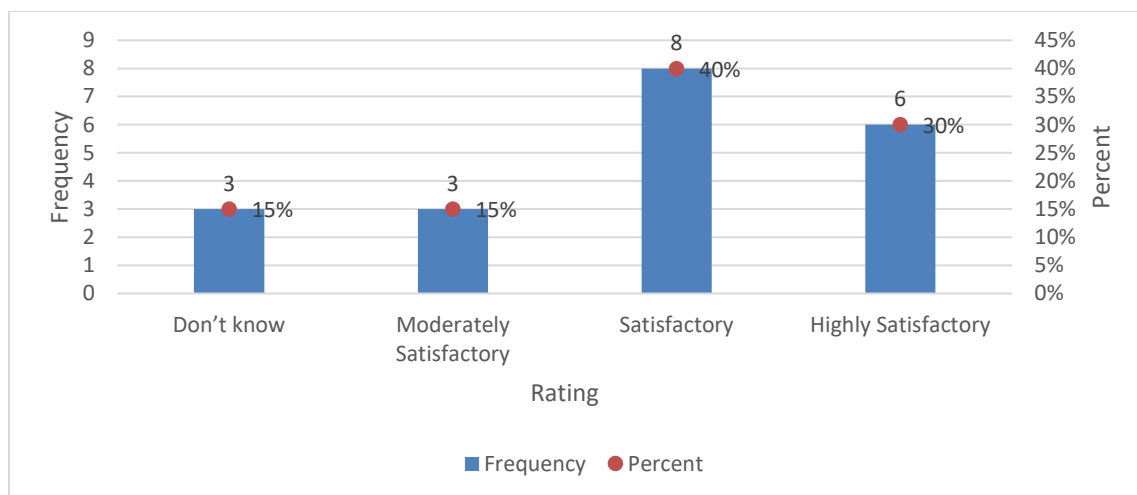


Figure 244: Sustainability - Stakeholders' rating of UNDP's systems on creating capacities (human resource, systemic and structural) for sustained results of its programmes

S2. The CO has the capacity to sustain its operations in terms of financial and programmatic implementation based on the resource projection and governance structure

The CO had a good portion of financial and human resources that supported programme implementation. However, the MTE also found that the CO has human and financial resource gaps which affect capacity to deliver effectively. Namibia is ranked as a middle-income country, which negatively impacts on external resource mobilization. Some of the Project Lead positions were not substantively filled during the period under review

There is need for a gender focal staff to effectively plan, monitor and evaluate gender aspects, and ensure effective gender mainstreaming than currently done. Staff and stakeholders too recommended a gender focal staff post to be created and filled. Few (55%; n=11) stakeholders rated this aspect as satisfactory (Figure 35). Average rating was 3.5 out of 6, categorized as moderately satisfactory.

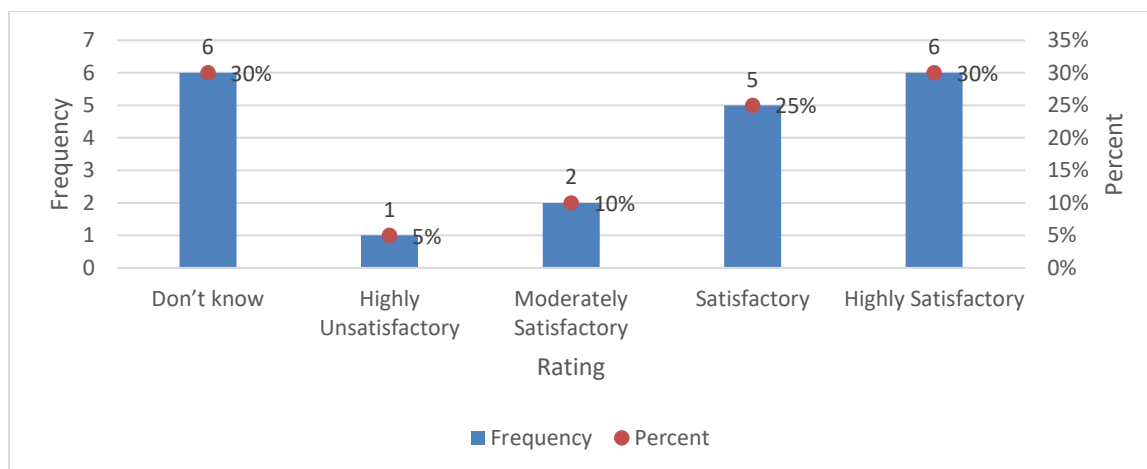


Figure 255: Sustainability - Stakeholders' rating of UNDP CO capacity to sustain its operations in terms of financial and programmatic implementation

S3. UNDP established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups

The CO, supported establishment of a National Disability Forum, which brings together a cross-section of stakeholders to support interests, agenda and rights of persons with disabilities, among others. Gender mainstreaming guided by the gender action plan is evidence to UNDP's efforts to ensure sustainability and focus on benefits for vulnerable groups. UNDP engaged key line ministries responsible for the vulnerable populations, which engagement is to continue the focus and support beyond that offered by UNDP. The ministries include Ministry of Gender Equality Poverty Eradication and Social Welfare; and Ministry of Sport, Youth and National Service. However, there is need for more focused planning and resources, longer term than the short-term projects for these vulnerable populations, noting that government resources are limited to continue interventions where UNDP stops. This MTE finding is collaborated by just about two thirds (60%; n=12) of the stakeholders rating this aspect as satisfactory or highly satisfactory (Figure 36). The average rating was 4.05 out of 6, categorized as moderately satisfactory.

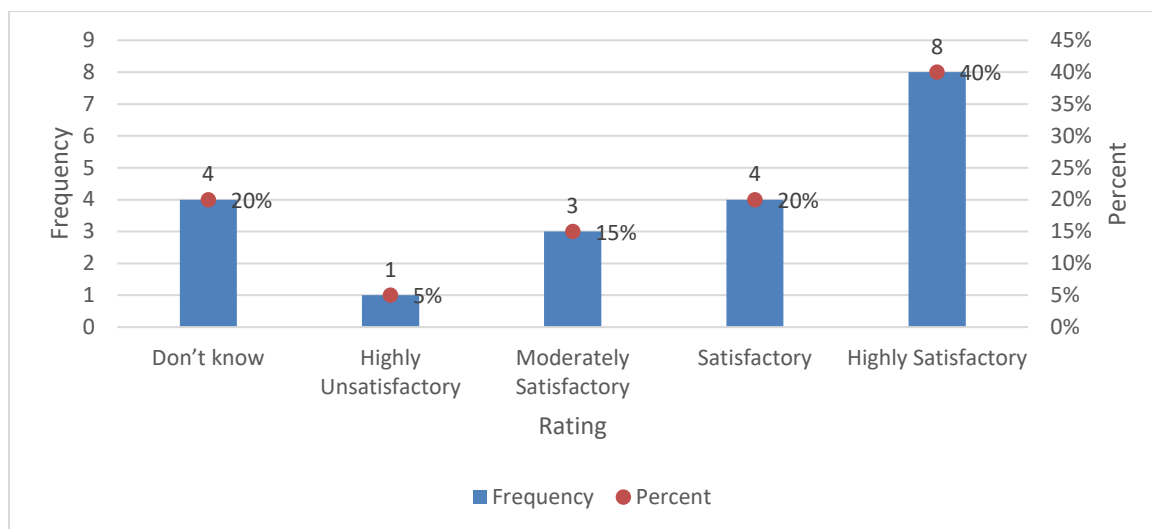


Figure 266: Stakeholders' rating of UNDP established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups

S4. National partners have the institutional capacities, including sustainability strategies in place to sustain the outcome-level results

The CO has a staff dedicated to capacity building. Trainings were held to enhance capacity of individuals and institutions such as for gender mainstreaming and support for persons with disabilities. Interventions/projects are implemented in liaison with the government ministries, which provides some certainty of sustenance of results. However, The MTE did not find much evidence of strategies in place to sustain results. This finding is also reflected in stakeholders' relatively low rating of this aspect, with just 50% (n=10) stakeholders rating it satisfactory or highly satisfactory (Figure 37). Average rating was 3.7 out of 6, which is moderately satisfactory.

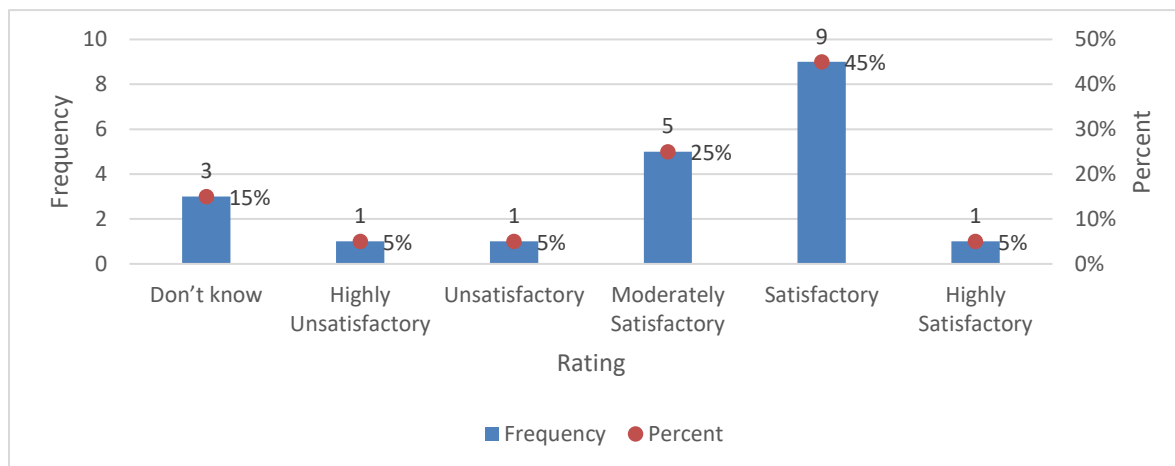


Figure 277: Sustainability - Stakeholders' rating of National partners have the institutional capacities, including sustainability strategies in place to sustain the outcome-level results

S5. The public/stakeholders are aware of and support the project’s long-term objectives

Stakeholders were quite aware of UNDP’s objectives, even though a number did not seem to be fully aware of or having a copy of the CPD document, as evidenced from request for this document to be shared during MTE. About two thirds (60%; n=12) rated this awareness aspect as satisfactory/highly satisfactory (Figure 38). Average rating was 4.65 out of 6.

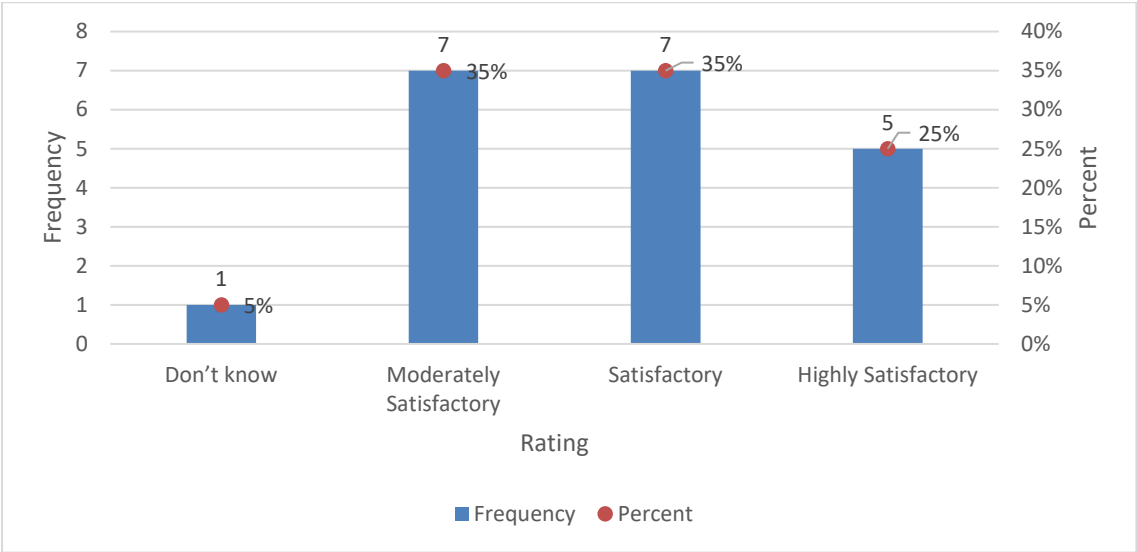


Figure 288: Sustainability - Stakeholders' rating of public/stakeholders awareness of and support for the project’s long-term objectives

S6. Adequate project management arrangements are in place at project entry

Majority (80%; n=16) of the stakeholders confirmed adequacy of arrangements being put in place at project entry (Figure 39). This pre-project implementation plan supports the implementing partners to deliver on UNDP supported projects. Average rating was 4.9 out of 6, categorized as satisfactory.

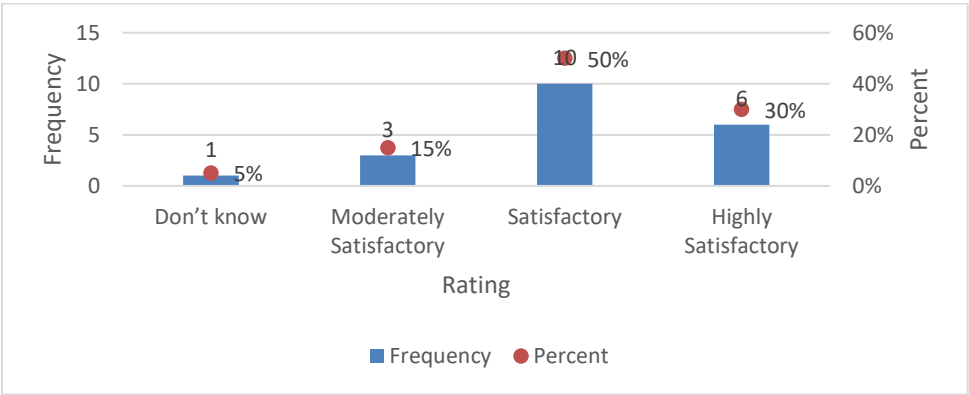


Figure 299: Sustainability - Stakeholders' rating of adequacy of project management arrangements in place at project entry

Conclusion and recommendation on sustainability

Sustainability looks at the current prospects for longer-term impacts and the extent to which the benefits of the programme will continue within or outside the programme domain, after it has come to an end. At project level, sustainability is addressed in the design. A review of the project documents shows that each has a section on Sustainability and Scaling Up, which outlines the project's sustainability plans. Institutional capacity development is also integral to all the projects and is an enabling factor towards achieving sustainability. However, based on the available literature and interaction within the interviews, there are limited tools like sustainability strategy and/or financial/economic instruments available to ensure that financial support is continued to support most of the interventions. Policy discourse is key but it should be accompanied by action plans embedded in the financial discourse of not only at national levels but also regional levels. It is of paramount importance that each programme portfolio ensures to have a policy instrument geared towards sustainability of its interventions.

6.2.5. Cross cutting aspects

6.2.5.1. Human rights (H)

H1. The design of the CPD addresses the needs of the most vulnerable groups in the country

The human rights-based approach (HRB) is a programming principle which is key among the normative frameworks of United Nations Agencies, including UNDP. It is evident from the documentary review and interviews that UNDP is certainly not an open and vocal critic of the government regarding the respect of human rights. It is the perception of the MTE team that UNDP has taken the rights-based approach in terms of how it implements its programming, even though it must be noted that the programming is strongly focused on the duty bearers and not so much on rights holders. . It is also recognised that different UN agencies might have different views regarding Human Rights issues in Namibia and how to engage with the government. There are complicated dynamics of trust versus pressure to ensure progress is made and apparently not a common level of understanding by stakeholders. The design of the CPD addresses needs of the most vulnerable, e.g., through strategic outcome "Diversified employment, pro-poor income and livelihood activities especially for women, youth and marginalized population". The average rating was 4.35 out of 6, which is moderately satisfactory. Majority (70%; n=14) of the stakeholders rated this aspect satisfactory/highly satisfactory (Figure 40).

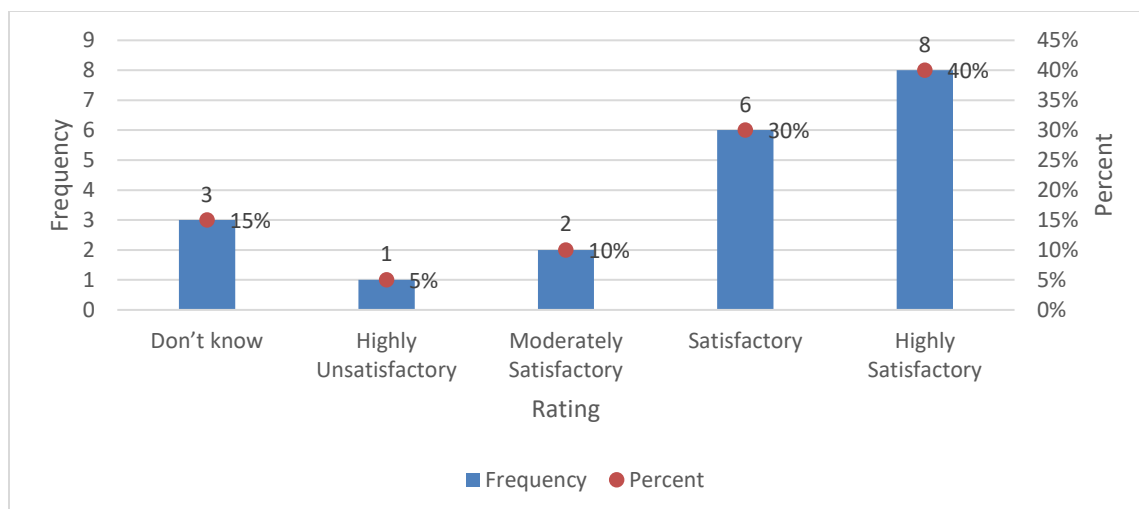


Figure 40: Stakeholders' rating of the design of the CPD in addressing the needs of the most vulnerable groups in the country

H2. The poor, persons with disabilities, indigenous and physically challenged, women and other disadvantaged / marginalized groups have benefited from the work of UNDP in the country

Structures and systems were established and training done to enhance capacity for supporting persons with disability. The UNPRPD for example was responsive to the pillars of UNPAF. UNDP through the UNPRPD project supported mainstreaming disability inclusion across all sectors from a coordinated approach and national policy engagement. A multi-stakeholder coordination forum was established in 2019 to steer the UNPRPD project agenda for persons with disabilities. National Census data collection tools were revised as a result of the national discourse to enable collection of disability sensitive data and statistics from national systems, for use in targeted programming. A strategy for the coordination of disability affairs was developed in 2019 to improve national coordination of disability support and services at all levels of governance including civil society and the private sector. A total of 118 parents, communities, and service providers benefitted from key messages on the rights of children with disabilities to access early childhood development services, child protection and reducing stigma and discrimination in 2019. UNDP evidently achieved with regard to enhancing systems and capacities for support to people with disabilities. However, evidence of implementation, ensuing outputs and outcomes primarily for the primary beneficiary in the community needs to be ascertained further than the MTE could do.

Stakeholders' rating of this aspect confirms a further need for evidence of actual benefit from supported programmes for people with disabilities over and above the systems established and capacity enhanced for the intended service delivery. Just over half (55%; n=11) stakeholders rated this aspect highly satisfactory (Figure 41), with average rating of 4.5 out of 6.

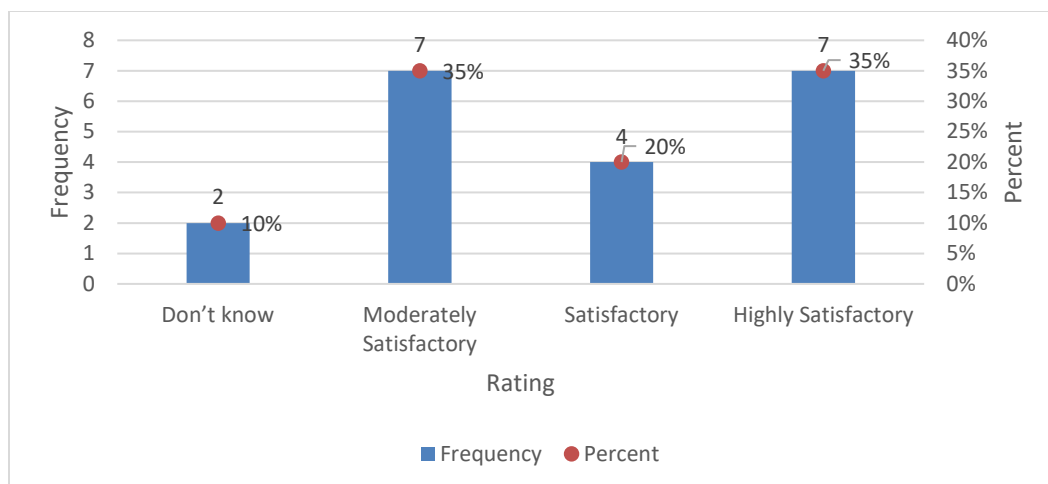


Figure 41: Stakeholders' rating on benefits from UNDP work for the poor, persons with disabilities, indigenous and physically challenged, women and other disadvantaged/marginalized groups

6.2.5.2. Gender equality and social inclusion (G)

G1. UNDP has achieved results in promoting gender equality

Gender equality is a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world. Gender equality is central to UNDP support for countries to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals as well as other commitments agreed by Member States. The CO made efforts to include gender in its programming, with a budget allotted to gender equality for example 1.8% of the total budget in 2021. It is noted that the Maputo Protocol (the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa(2003)), provided for at least 10% to gender equality while the UN Secretary General provided for at least 15 – 18% for UN-managed funds (21 November 2011). The equivalent budget of \$179.46K supported three projects. Two thirds (65%; n=13) of the stakeholders rated this aspect highly (Figure 42). Average rating was 4.8 out of 6, categorized as satisfactory.

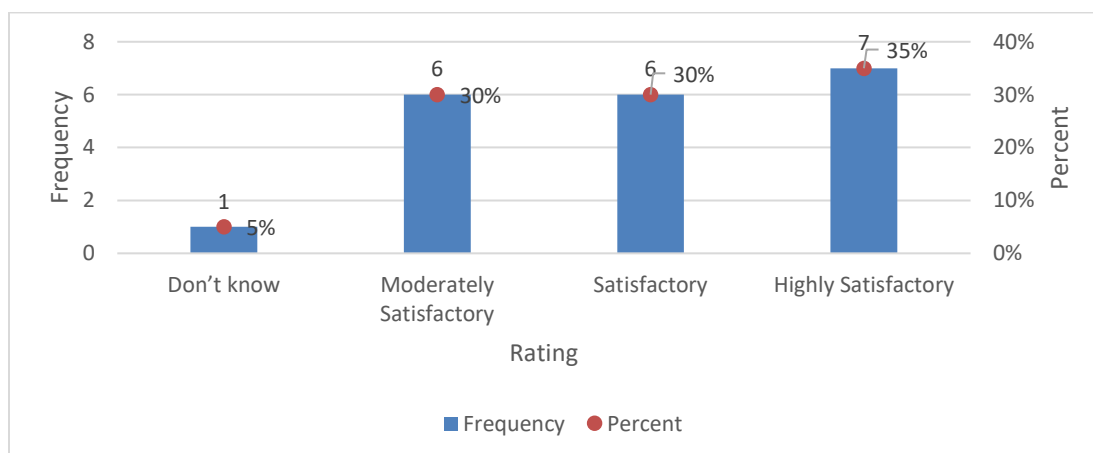


Figure 302: Stakeholders' rating of UNDP achievement of results in promoting gender equality

G2. Progress has been made towards including gender equality, women’s empowerment, and human development by primary stakeholders

The CO dedicated resources to gender equality e.g., 1.8 % of the total budget in 2021 was allotted to gender equality. UNDP paid attention to gender and women economic empowerment by enhancing capacities for gender mainstreaming e.g., training of 45 participants from 5 landscapes under the Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG) project in 2021. The project in 2021 was rated Moderately Unsatisfactory. Stakeholders affirmed progressive efforts of including gender equality by more majority (70%; n=14) rating this aspect satisfactorily (Figure 43). Average rating was 4.8 out of 6, which is satisfactory.

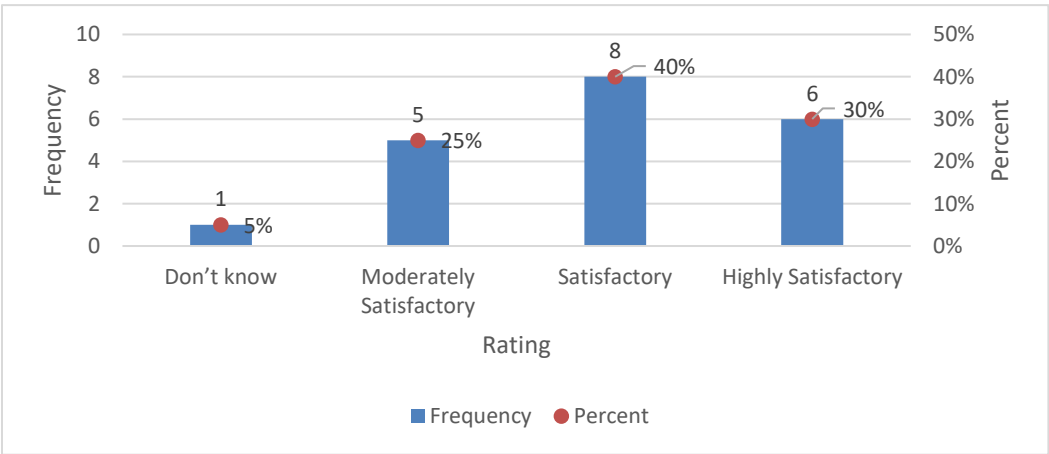


Figure 31: Stakeholders' rating of progress made towards including gender equality, women’s empowerment, and human development

Conclusion and recommendation on cross cutting issues

In line with the UNDP Gender Global Strategy 2018-2021, UNDP partners with other agencies across the United Nations system to address the root causes of persistent gender inequalities, including discriminatory practices and social norms, and investing in dedicated gender expertise and capacities throughout the spectrum of UNDP development assistance. The satisfactory rating in gender equality is attributed to UNDP’s partnership with other agencies whose core business is in gender and also the in-built mechanisms of gender mainstreaming in the projects especially Trust funds like the GEF that constitute upto 60% of the resources into the CO. To deepen the strides achieved in the programme, a dedicated gender specialist would be a welcome idea to strengthen the expertise in the country programming.

6.2.6. Partnerships (P)

UNDP has a Namibia Joint Partnership and Resource Mobilization Strategy 2019. The CO has an updated (2022) Communications Annual Work Plan that details activities, budget, focal staff, guiding notes and timeline of activities. Multi-sectoral cooperation and engagement featured as highly satisfactory (opinion rating = 5) among the strengths of UNDP Country Programme. UNDP established formal partnerships such as with UNICEF on Expanded Collaboration Framework for COVID-19; with UNAM, Accelerator lab Namibia project that among many others, worked on screening for severe malnutrition with a Child Growth Monitor (CGM); with UNFPA and UNICEF on strengthening integrated systems to promote access to services for persons with disabilities in Namibia

Stakeholders were involved in projects' planning, implementation, monitoring and progress reporting. *"Stakeholders have significantly shaped and informed programming and decision making in the projects"* (FGD participant). However, respondents indicated that sometimes UNDP tends to limit itself to familiar stakeholders, a weakness that also featured from stakeholders indicating need for enhanced engagement of the private sector. The Accelerator Lab has ensured engagement of more than the usual partners/participants. On the UNPRPD disability project, one outcome was the coordination mechanism for visibility of disability at the highest level, which led to opening of the disability forum to more than just the ministerial committee but to include more organizations and beneficiaries of the project. This illustrates UNDP's strength in partnerships.

P1. UNDP's selected method of implementation/ partnership modalities are suitable to the country and the development context

UNDP's selected method of implementation/partnership modalities is suitable to the country and development context. The CO majorly undertakes the NEX implementation modality. UNDP established and maintained partnerships with diverse stakeholders including government, UN sister agencies, academic institutions like UNAM, NGOs, CBOs and an array of donors. The donors e.g., in 2021 included GEF, Japan, Germany, Italy, UN Agencies, and those providing UNDP Regular Resources. Majority (75%; n=15) of the stakeholders rated UNDP's partnership modalities satisfactorily (Figure 44). Average rating was 4.65 out of 6, which is satisfactory.

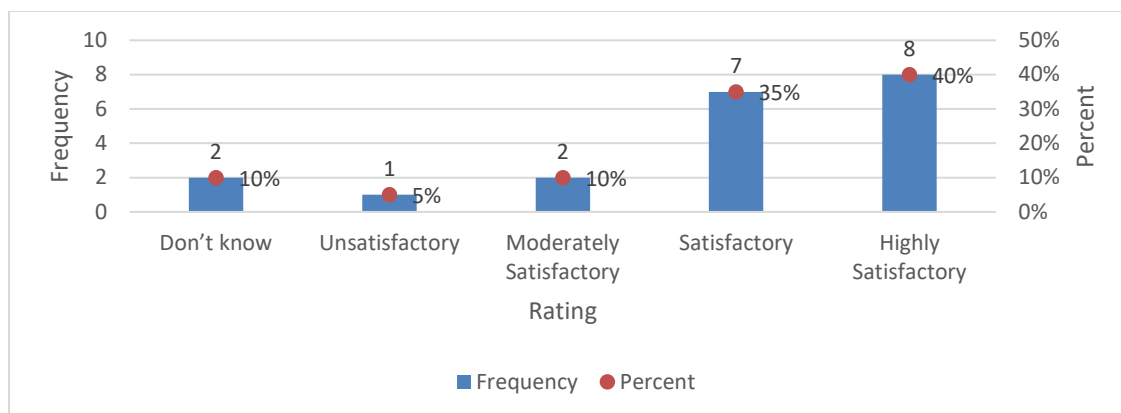


Figure 32: Stakeholders' rating of suitability of UNDP's selected method of implementation/ partnership modalities to the country and the development context

P2. Partnership and communications with the government and development partners has been enhanced

The CO enhanced its partnership with the government and development partners through engagements in planning for activities, monitoring and evaluation. Majority (80%; n=12) of the stakeholders rated this aspect highly (Figure 45). Average rating was 5.2 out of 6.

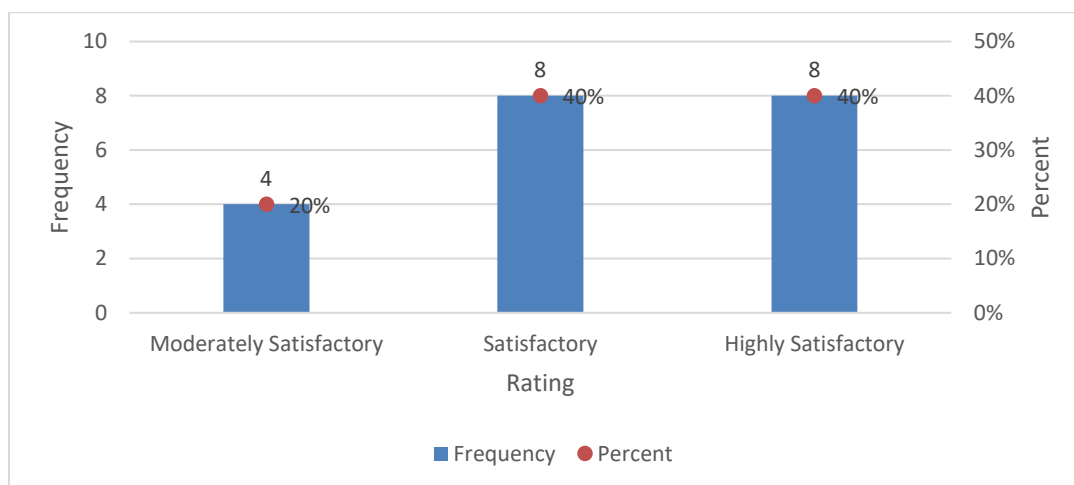


Figure 335: (Partnership) Stakeholders' rating of enhancement of partnership and communications with the government and development partners

P3. Different partners involvement in Programme implementation

There is a shrinking space for many development partners in the same space. This calls for innovative ways of partnering with more stakeholders. For example Namibia has gotten wider experience in the

management of environmental programmes on the continent which means that UNDP could play an oversight role over other players in the area where it has added advantage. The more the partners, the better for UNDP to share the knowledge learned overtime. This equally calls for top of the notch personnel to strengthen these partnerships of UNDP with Government and Stakeholders. Various partners were involved in programme implementation. This was confirmed by a high stakeholder satisfaction rating averaging at 5.25 out of 6, Majority (85%; n=17) rated UNDP’s involvement of partners as satisfactory or highly satisfactory (Figure 46). Average rating was 5.25 out of 6.

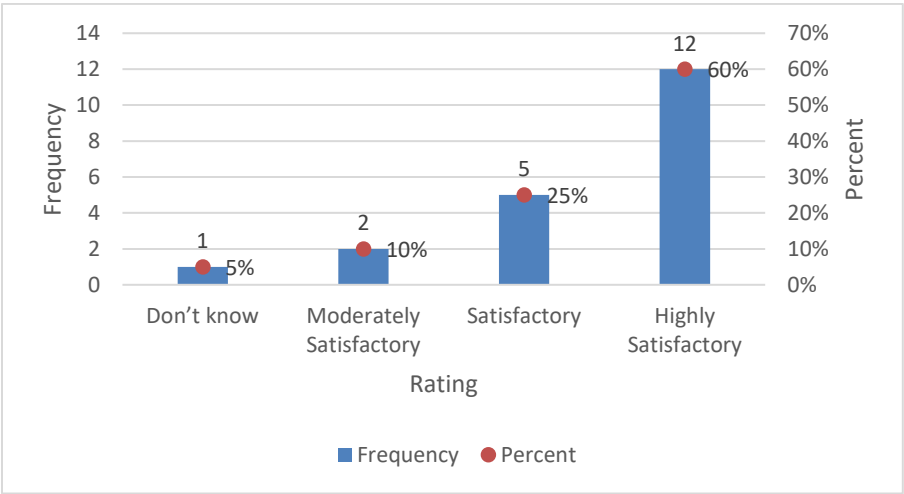


Figure 346: (Partnership) -Stakeholders' rating of involvement of different partners in Programme implementation

P4. Stakeholders helped to determine activities and planned outputs

Stakeholders are satisfactorily involved in project planning e.g., annual planning week held for the GRN-UNDP SEMER Portfolio under the Country Programme 2019-2023, where a call to “plan together and break down silos” was made in a speech by the DRR. Participation included the Ministry of Environment and Tourism, Ministry of Mines and Energy, The National Planning Commission, The Benguela Current Convention, and UNDP in February 2021. Stakeholders confirmed involvement in planning of activities and outputs, with high rating of this aspect (Figure 47). Average rating was 5.3 out of 6.

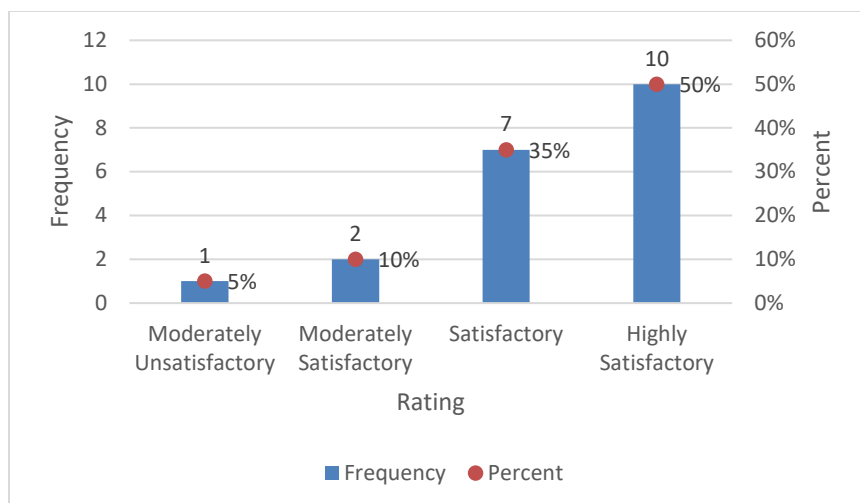


Figure 35: (Partnerships) - Stakeholders' rating of involvement of stakeholders in determining activities and planned outputs

Conclusion and recommendation on partnerships

The nature of support rendered by UNDP to Government, stakeholders and other agencies positions UNDP in a favorable position to widen and deepen partnerships. This is equally in line with the submission from the UN RCO's office which indicated that the UNDP partnership framework is well aligned to delivering as one.

7 Lessons learned key success factors, opportunities and threats

A number of lessons were identified in each focus area and cross cutting issues. The lessons are good for the CO and stakeholders to reflect on in the remaining period of the CPD implementation.

Economic Progression

Collaboration with government and other stakeholders, building partnerships including those with new players, inclusion of all key stakeholders in programme design, appropriate governance of programmes is key in achieving results. UNDP's close engagement with the GRN, and maintaining a well-functioning partnership contributed to:

- Namibia becoming one of a few pilot countries around the world in establishing the Integrated National Financing Framework.
- Empowerment of SMEs and marginalized communities.
- Programme outputs consistently being monitored
- Technical support and analytical work to support the national economic recovery agenda.
- Resource mobilization for socioeconomic support.
- Support to the development of the resource mobilization framework.
- Establishment of SDG impact investment with private sector e.g., Standard Bank - Namibia.

Timely, comprehensive and adequate funding is needed to support SMEs e.g., their training; business support and scaling up partnerships to yield results. UNDP may identify and work with other private sector actors to enhance its funding for this support.

Environmental sustainability

- Leadership is key for keeping environmental sustainability on the agenda and mainstreaming environmental sustainability.
- Support to community programmes/projects helps in improving community resilience and adaptation to environmental changes.
- Targeting and involvement of key players contributes to attitude change and results. For example, training of small-scale miners (SSM) at the four SSM hotspots on environmental, health and safety issues contributed to change of attitude among small-scale miners towards the environment.
- Funding enabled urban households to do agriculture, which was very innovative and impressive as it allowed urban households to contribute productively
- Including heritage studies in future Environmental Impact Assessments (EIAs) would enable timely acquisition of the Environmental Clearance Certificates (ECC).

Good Governance

- Basing the programme goals and framework on the key development goals and blueprints of Namibia enabled the programme to complement the country's response in fulfilling its national, regional and international commitments e.g., implementation of the National Anti-Corruption Strategy and Actions by Namibia as a signatory to the United Nations Convention against Corruption (UNCAC). The program has been an appropriate vehicle for promoting transparency, accountability as well as sharing of best practices by implementing agencies/partners and institutions.
- Initiatives taken to try new tools and approaches enable continuity of interventions even during unprecedented/crisis times e.g., virtual meetings by the Integrity Committee during COVID-19 pandemic enabled continued functioning. Creation of a WhatsApp group for an integrity committee with 150 active members; the daily communications kept members active; the group-maintained professionalism through sharing ethics, integrity and corruption related information. Implementing measures such as upholding professionalism and ethics is also key to ensuring use of forums such as WhatsApp group for communication on work tasks. Other illustrative initiatives included conducting online surveys, use of Microsoft forms to clean up groups e.g., WhatsApp for virtual operation in the face of pandemics like COVID-19.
- Availability of resources and expertise to use them e.g., connectivity, ease of use of new tools/technology e.g., zoom made some innovations get parked for the future.
- Strategic support to and collaboration with key government institutions such as Office of the Prime Minister (OPM), which is responsible for overall administration of public service, and other institutions such as the Anti-Corruption Commission (ACC) is key to successful implementation of interventions. The collaboration ensures that interventions continue beyond the programme, demonstrating elements of sustainability and surety of it thereof.
- Leadership and coordination mechanism from UNDP allowed stakeholders' participation and elevated the programme to a higher level - beyond focus on implementation ("*pulling up socks*")

- Providing up to date information pertaining to projects, including available budget (transparency) is needed for implementers' awareness. Feelings of limited knowledge on such aspects affects motivation. Some respondents indicated difficulty in getting up to date information on the available budget; a challenge that they said was compounded by turnover of staff at the UNDP office.
- Technical assistance is needed to find measures to assess capacity development. When a technical person comes in, they mentor staff; assessing the capacity development during the process is needed before the mentor leaves rather than at the end of the mentorship initiative.

Cross cutting issues: Human rights, Gender equality and social inclusion, Partnerships

Human rights

- Intentional targeting of indigenous people, programming with them and ensuring that M&E includes specific indicators is needed to keep programmers/implementers on focus and able to track progress more effectively than when human rights issues are left general.
- Support and collaboration with key institutions responsible for improving living standards and enhancing human dignity of citizens such as Ministry of Urban and Rural Development is key in development and promotion of policy environment where people have access to a life of dignity by accessing better housing and sanitation.

Gender equality and social inclusion

- Having a gender action plan that is being implemented and monitored; gender responsive budgeting (GRB) roadmap, GRB Curriculum is important to effectively address gender issues in programming, noting that these issues can't be done in silo. Provision of technical capacity to government on gender issues is equally important. UNDP's mainstreaming and overall programming on gender is strong. All projects in the country office have mainstreamed gender. However, it is equally important to consider gender and social inclusion balance instead of complete gender and social exclusion, such as of men and youth. Innovative ideas could be considered rather than social exclusion as noted by one respondent who reported exclusion of some very marginalized areas and communities e.g., application from an innovative company based in a rural area which was designed to produce storage renewable energy batteries was excluded from funding because the project lead was more than 35 years (not a youth) and not female, and the "program targeted youth".
- Support to community projects especially those that are undertaken by women, youth, people living with disability, and marginalized communities increased their participation e.g., the UNPRPD project.

Partnerships

- The multi-sectoral approach was transverse and required a befitting structure for overall implementation of the program with participation of various stakeholders being central to implementation of the programme. UNDP needed to allocate a focal person to a specific project for more effective oversight and technical support than was experienced by some stakeholders.
- Intentionally and always looking for and connecting stakeholders for international partnerships, and checking on standards was appreciated for skills enhancement. Few new partnerships limit

engagements. UNDP should intentionally broaden partnerships; improve the NGOs and CSO landscape; and upscale private sector collaborations.

- Extended time taken to approve contracts of private companies delayed certain project implementation.
- Partnerships are important for success of programmes and leveraging resources. For example, UNDP partnership with NEC Cooperation to provide the e-voucher system in a pilot project generated evidence (findings) that will be used by the ministry of agriculture, water and rural development to improve their grant relief programmes. The data from this system will also assist agro-dealers to gain insight on the needs of the farmers and address the issue of supply and demand.
- Leadership to identify and pursue new partnerships; willingness to move away from Government support only
- The UNDP-availed financial resources for planned activities are insufficient to meet the development needs. Support and collaboration with government institutions is necessary to strengthen response mechanism to events of disaster nature and emergencies that affect communities. Some new partnerships; e.g., Standard Bank, Gobabeb Training and Research Center should be explored.

Opportunities

The key opportunities include existence of CSOs, NGOs and committees such as the Integrity Committee as implementing partners for execution of the CPD (Figure 7, annex 11.9). The stakeholders indicated an openness and call for capacity building of staff and institutions. UNDP may identify practical ways to strengthen the CSO and NGO landscape in Namibia and help support meaningful partnerships for implementation and delivery on the ground by Government, CSOs and NGOs. Stakeholders also called on UNDP to spread out to other segments/sectors e.g., renewable energy, water security, - specific to country needs. One respondent (R1) reported existence of established integrity committees and a collaborative team that is leading now, an opportunity to develop further and make a change on corruption. There is also political buy-in, support from national anticorruption strategy and Harambee prosperity plan where declaration of interest is among the priority actions (pillar 1, goal 1, action 1). *“There is strong Political will on poverty eradication, gender equality and women’s empowerment”*, stated Respondent R1. Other opportunities include use of digital solutions on various projects, promoting the use of indigenous knowledge; creating synergies with the private sector and source for financing opportunities, and translating academic research findings into actual projects. With regard to governance, the three arms of government function independently and the country experiences democratic elections and the prevailing peace. UNDP focuses on strengthening systems and is on track.

Threats

The key threats highlighted included uncertainties e.g. COVID-19 pandemic, natural disasters due to climate change (Figure 8, annex 11.9). These reportedly affect meaningful continuation and find stakeholders without the needed technology and resources. Short term projects leave suspension and no lasting effect as required, which threatens sustainability and “makes UNDP be like an institution that provides window shopping”, stated one respondent, R1. Other threats included limited financing for climate change; limited physical interactions due to COVID-19 imposed restrictions; limited private

sector engagement; limited stakeholder leadership/cooperation and limited financial commitments from public institutions.

8: Case studies

8.1 Partnership with UN Sister agencies for the AccLab and disability project has been “a great learning experience”

The problem: Limited information, awareness and understanding necessary to address needs of vulnerable communities and persons with disabilities, such as with respect to education, healthcare, and employment.

Importance of the partnership and the initiative: People living with disability are often left out on services such as education, healthcare and employment. “Namibia ratified the convention on the rights of people with disabilities and the optional protocol on 4 December 2007”. Disability is a key cross cutting theme in UNDP work.

How the problem was tackled: Through a consultative and collaborative effort led by a 23-member steering committee comprising representatives from government, NGOs, CSOs, academic institutions, UN and men and women with disabilities as the target beneficiaries of the programme.

Approach/solutions: Diverse stakeholders were involved in planning the programme, its implementation, monitoring and evaluation (M&E). The project titled “Project- Strengthening Integrated Systems to Promote Access to Services for Persons with Disabilities in Namibia (UNPRPD)” was developed. The project is coordinated by the Office of the Vice President: Disability Affairs (OVP) and implementation partners UNDP, UNICEF, and UNFPA. UNICEF is the overall project lead. “...*The partnership resulted in an enhanced participation and representation of Persons with Disability in Namibia at National, Regional and Local Level*” (FGD participant)

Sustainability aspect: Organizations of Persons with Disabilities (DPOs) were at the forefront of the program planning, implementation, M&E.

Other partnership: Under the UNCT, UNDP has partnered with UN Women on a number of initiatives related to the economic progression from a gender perspective and has been dually reported through the DRR to the RBA.

Interim results:

The partnership led to development of a USD 400,000 project (UNPRPD) from 2018 to 2022. The project supported enhancement of data collection systems to inform planning, budget allocation and service delivery to promote targeting people with disabilities. It involved people with disabilities in all project phases from planning, implementation, M&E. The programme identified risks and included a risk management strategy. Gender and social inclusion were key aspects in the programme.

A national disability forum was established to drive the programme agenda.

8.2: UNDP and UNICEF Collaboration: Shark Tank Initiative

The problem: Malnutrition is one of the major causes of mortality among children 0 – 5 years of age. This demands early detection of malnourished children for support. The Namibia demographic and Health Survey (2013) reported that 24% of children under 5 year of age were stunted. Despite government's efforts to reduce malnutrition, growth monitoring with conventional methods is poor, with validity of results estimated at 35%.

The initiative: UNDP and UNICEF mobilized resources for an artificial intelligence digital solution, the Child Growth Monitoring (CGM) for more accurate assessment of levels of malnutrition with the use of a mobile application among the under five-year-old children.

8.3: Adaptive management in COVID-19 times: The case of the Integrity Committees

The problem: COVID-19 interrupted face-to face meetings of the committee members

Action: The OPM tried out various tools to ensure continued action within the limitations of physical meetings imposed by the pandemic.

Results: Initiated and cleaned up a WhatsApp group for integrity committee members currently with 150 active members with details captured in a database. The beginning of group interaction was challenging with minimal response rate e.g. 2 of the committee members responding the first quarterly report request; response rate has since risen to about 100 responses from the 150 members. "Even the zoom meetings improved (so well) from the initial 4 or 5 participants to now about 40 of 150 members in the 50 integrity committees, noting that some members log in as a group

Challenges: Internet connection, fear of using a new tool (online zoom meetings), technology challenges

Result

The collaboration saw UNDP and UNICEF in Namibia mobilize USD 14,000 from the shark tank initiative. These resources supported piloting of CGM, in collaboration with UNAM.

8.4: Innovation of urban agriculture towards the countries' agenda of Food security

Lessons

Persistence, professionalism in running the WhatsApp group, adaptation to circumstances enabled the Integrity Committees to continue working through the COVID-19 pandemic.

Over the years, agriculture has been practiced mainly in rural areas in Namibia. Introducing the Urban Agriculture Project has contributed towards the countries' agenda of Food security. Introduction of the digital solutions pilot project: e-voucher system connects small holder farmers to farmers to enable them to purchase agricultural inputs using an electronic system. In the past, the ministry of agriculture, water and land reform has been using paper based vouchers for farmers' subsidies; this manual methodology is cumbersome and does not provide timely data for decision making purposes. The findings from the above mentioned e-voucher system can be adopted by the ministry of agriculture in their existing food programmes and improve processes.

8.5: Innovation in capacity building

UNDP supported the introduction of the Young Programme for Young Professionals (YPs). YPs are given an opportunity to improve their competencies while learning from the organization staff. YPs are groomed to become project leads and be able to implement projects with confidence in any given environment. This approach is contributing to UNDPs vision for People of 2030.

Results

- A total of 121 Youth and Women have been trained in urban agriculture and now able to grow vegetables and fruits within Urban areas.
- The e-voucher system connects small holder farmers to farmers to enable them to purchase agricultural inputs using an electronic system
- The e-voucher system makes provision of data that will benefit both small holder farmers, retailers and the government

9: Conclusions

The UNDP CPD was developed with due processes being followed and optimism about its capacity to deliver the envisaged goal of supporting government of Namibia's development aspirations. UNDP operations were significantly affected by COVID-19, which also provided a window for UNDP to innovate and assist the country through the COVID-19 response. UNDP contributed to expanding the evidence-base on development issues and challenges in Namibia, to promote and integrate SDG priorities into government policies and plans, and address the impact of the COVID-19 pandemic. UNDP has been able to maintain and consolidate a good relationship with its government counterparts and other UN agencies. Evidence of significant results, particularly at the upstream level, are described in this report. The level of satisfaction from government counterparts regarding UNDP's performance and contribution to capacity development is high. This is equally so from its sister agencies through the discussions the MTE had with the UN RCO representatives. It is also considered as a trusted partner of the government, just like a couple of others. It is less clear however whether sufficient efforts have been developed downstream, or whether the expected results of the interventions will be fully achieved at the lower levels. The MTE finds UNDP to be very strong on specific aspects, most notably in technical assistance and capacity development to government institutions. The MTE found that the CPD was not necessarily balanced in providing support to duty bearers and rights holders, regarding social inclusion and human rights issues and gender across the 3 programmatic portfolios of the CPD, something that should be reviewed for the next planning period. Overall, the country programme remains relevant to the development needs of the country, where respondents during the MTE mentioned that the relevance of the programme is satisfactory. The efficiency of how the programme has been delivered so far has been

moderately satisfactory with quite some room for improvement available. The effectiveness of the country programme has been satisfactory. The environment and energy programme has been generally more effective in achieving its primary objectives; there is consensus among stakeholders that the programme has contributed to policy development, awareness creation, and testing and providing of pilots and models. This is mainly due to the GEF vertical funds that make up 60% of the resources envelope for the CO compared to the other interventions in economic progression and good governance that have limited funding limiting their perceived relevance. This calls for concerted efforts in the other portfolio's resource mobilization drives and sustenance. UNDP support to economic and urban development and job creation was well-conceptualized and responded to key challenges, but more effort/engagement is needed to build an enabling environment to overcome the structural challenges for youth employment and economic empowerment. Sustainability and impact of the programme were ranked as satisfactory by stakeholders. They however indicated a need for improving this sustainability through ensuring that UNDP puts in place a mechanism for building capacity while providing management and oversight role to improve stakeholder's commitment, dedication and resource allocation towards interventions. Given the complex economic spectrum with dwindling development finance that agencies find themselves with the advent of COVID-19, UNDP needs to do a soul searching to define which are the key outcomes it will achieve by the end of the CPD in support of the NDP 5.

10: Recommendations

The overall ranking of achievement of impact of the programme has been satisfactory. However, this has not been with a couple of challenges that need strengthening as well as tap into those opportunities available first internally to improve the ownership of the country programme.

UNDP should continue to capitalize on its positioning and added value in Namibia, supporting the country in the identification, mobilization and execution of resources for the implementation of strategic interventions to address poverty reduction and the socioeconomic consequences of COVID-19, as well as upcoming fiscal and environmental challenges that pose a serious threat to social equity, good governance, biodiversity conservation and sustainable development. UNDP should explore strategic partnerships and invest in existing and expand partnerships with relevant stakeholders (civil society, development partners and the private sector) to optimize resources, harmonize efforts and maximize results.

Partnerships are central to UNDP's strategies at the country level, and the Strategic Plan recognizes collaboration among development actors as being vital in addressing complex development challenges, especially in the context of limited resources. In today's knowledge economy and given its residency in the country, UNDP should use its comparative advantages as demonstrated by its convening power, neutrality and trusted relationship with government to broker and facilitate strategic partnerships with organizations that have similar mandates in the country and region. One of the country programme priorities constrained by limited resources is provision of high-level economic analysis to the Government. In addition to the need of resident economic advisor CO expertise, the office should

explore strategic partnerships with other agencies to optimize resources and harmonize efforts to maximize results.

UNDP should leverage its unique strategic positioning under environmental sustainability to continue expanding and reinforcing biodiversity conservation, ecosystem management approaches, climate change interventions and the linkages between sustainable development, resilience and poverty reduction. Over the years, capacities and functional networks have been built for under the United Nations Convention to Combat Desertification, where the Executive Director – Ministry of Environment and Tourism – GEF focal point has been spearheading the achievements in the environmental arena. Government Leadership on environmental issues should allow for expanded synergies. Causal analyses of interventions and the specific characteristics of national ecosystems need to be deepened to prove project hypotheses, achieve more transformational impacts in terms of global environmental benefits, and increase effectiveness in meeting the challenges of climate change and biodiversity decline in Namibia. UNDP should encourage and play the role of a facilitator to harness learning among projects.

UNDP should consider creating stronger inter-sectoral synergy between economic development and segments of its support to environmental and climate change management, to enhance the potential of investment in green growth and the green economy. Interventions in support of the circular economy, unfolding carbon markets and innovation should be supported, to expand the Government's efforts to diversify the economy, and position UNDP as a leader in this field, building on its regional and global knowledge.

Knowledge management for the improvement of organization performance should be supported across all stakeholders like government so as to benefit in the planning and implementation of programme. Using the global knowledge management strategy, UNDP should domesticate and implement a knowledge management and sustainability strategy and action plan. Link the strategy and action plan to the programme theory of change and results matrix. This equally helps in the acquisition of data/information in the monitoring of progress towards achievement of results as given in the results matrix. Implementation of the action plan should start during the second half of the programme to ensure that there is availability of information is made easier for development and adaptive management purposes. One part of the strategy should address increasing, awareness, involvement and strengthening community-based organisations (CBOs) and final project beneficiaries.

UNDP needs to build on the lessons and opportunities from the COVID-19 pandemic response and those initiatives with people with disabilities to strengthen its programme to offer and consolidate its good governance and inclusive development area for greater effectiveness. This should be able to harness building back better and play a catalytic role. Making a coherent programme with adjustments for scalable interventions under the cycle would provide dividends. This exercise should enable the consolidation of the area of good governance and inclusive development. The drive for sustainable economic development must seek impacts at public policy level and foster partnerships that enable poverty reduction, green recovery, the promotion of the circular economy and the economic inclusion of young people, women and vulnerable households dependent on the informal sector. Innovation

should continue to be encouraged and seek to expand the partner ecosystem and move from local initiatives to far-reaching experiments (transformational) anchored in the programme.

UNDP should build on results and lessons from the implementation of initiatives in support of women's empowerment, gender and equity as a basis for the country office strategy to fully integrate gender equality and women's empowerment into its portfolio. Additional CO gender expertise could go a long way in this endeavor.

11: Annexes

11.1 TOR for the evaluation

Consider a link as the 19 pages of the TOR would make the report much longer

11.2 Data collection instruments

11.2.1 UNDP Nam CPD 2019-2023 MTE_tool1 for stakeholders



Title: UNDP NAMIBIA COUNTRY PROGRAMME DOCUMENT (CPD) 2019 - 2023 MID-TERM EVALUATION

Evaluation team:

Paul Nteza, *Consultant*.

Email: pnteza@hotmail.com

Harriet Rachel Kagoya, *Consultant*.

Email: kharrietrachel@yahoo.com

Maano Shimanda, *UNDP Evaluation Manager*. Email: maano.shimanda@undp.org

Consent form and questionnaire

Introduction:

Greetings. My name is Paul Nteza/Harriet Kagoya. We have been contracted by UNDP Namibia to conduct a mid-term evaluation (MTE) of the Country Programme Document (CPD) 2019 - 2023. The CPD is informed by the 2030 Agenda for Sustainable Development and is aligned with the Namibia Fifth National Development Plan (NDP5) (2017 - 2022) and the United Nations Partnership Framework (UNPAF) for the period 2019 – 2023. Namibia's Fifth National Development Plan (NDP5), prioritizes to achieve Inclusive, Sustainable and Equitable Economic growth, Build Capable and Healthy Resources, Ensure Sustainable Environment and Enhance Resilience and Promote Good Governance through effective institutions. UNDP Namibia's work for 2019-2023 is guided by three priority areas aligned to NDP5: Economic Progression; Environmental Sustainability; and Good Governance.

UNDP Namibia is midway in its implementation of the CPD, and is conducting a MTE to assess progress thus far.

Aim of the evaluation

To assess progress made towards the achievement of the CPD outputs and outcomes. Findings will inform the Country Office in programming for the remaining period of the CPD cycle, drawing on experience and lessons learnt over the past period.

You have been identified as a key informant in this evaluation by virtue of your role in line with UNDP work.

Procedures

This evaluation will involve you participating in an interview with a UNDP consultant/guided completion of this questionnaire via an electronic platform. You will give an opinion on effectiveness, efficiency and relevance of the project; challenges of implementation, lessons learned, impact of UNDP's development assistance, sustainability of the CPD in supporting Namibia's development agenda, and recommendations for the next programming cycle

Benefits

There is no payment for participating in this evaluation. However, your genuine responses will be very useful in shaping UNDP country programme, benefitting thousands of Namibians. There is no financial cost to you for participating in the evaluation except for costs for internet connection to facilitate response to email or participating in a virtual interview. This cost will be minimal and expected to be part of your normal work and/or as part of your personal contribution to the process, which is very much appreciated.

Potential risks

There is no intended/expected risk to you if you agree to participate in this evaluation. Some of the questions may be sensitive for instance, challenges experienced in implementing interventions, factors deemed necessary for successful interventions and recommendations for future efforts. Where examples of incidences and case

scenarios could be given, it will not require disclosure of identities of people involved; only description of the scenarios/cases.

Statement of rights and confidentiality

Participation in the evaluation is voluntary; there is no penalty for refusing to take part. However, you are encouraged to participate for your valuable input, given your key role in implementation of the UNDP country programme. All information that you provide will be kept confidential and used solely for the purpose of this evaluation and subsequent UNDP programming. Your name will not be used and you will not be identified in any way. Information collected will be reported in aggregate form.

Do you have any questions? If at any time you have questions or concerns about the evaluation, you may contact **Maano Shimanda**, the UNDP Evaluation Manager by maano.shimanda@undp.org or office phone + 264 61 204 6243

Declaration by participant

By signing below, I agree to take part in the mid-term evaluation of the UNDP Namibia country programme.

I declare that:

- a) I have read or had read to me this information and consent form and it is written in a language with which I am fluent and comfortable.
- b) I have had a chance to ask questions and all my questions (if any) have been adequately answered.
- c) I understand that taking part in this evaluation is **voluntary** and I have not been pressurized to take part.
- d) I may choose to stop my participation in the evaluation at any time and will not be penalized or prejudiced in any way.
- e) I agree to record the discussion *if applicable*.
- f) I understand that my responses in this evaluation will be accessed only by the consultants only.

Signed at on (date)

.....

Signature of participant

.....

Signature of Consultant

Questionnaire for mid-term evaluation of the UNDP Namibia Country Programme Document 2019 - 2023. December 2021 – January 2022

Date questionnaire is completed:

Serial No. _____ (to be assigned by the consultants)

Target respondents: primary programme implementation stakeholders

Section A: Respondent's profile

A1). Country of residence of respondent. Check <input checked="" type="checkbox"/> response	1) <input type="checkbox"/> Namibia 2) <input type="checkbox"/> Angola	3) <input type="checkbox"/> South Africa 4) <input type="checkbox"/> Other (Specify) _____
A2). Name of affiliated institution (for reference only; will not be associated with responses in the report)	_____	
A3). Category of respondent (Check <input checked="" type="checkbox"/> <u>one</u> that best describes your collaboration with UNDP)	1) <input type="checkbox"/> UN Agency/International Partner 2) <input type="checkbox"/> Government counterpart 3) <input type="checkbox"/> Implementing Partner	4) <input type="checkbox"/> Beneficiary 5) <input type="checkbox"/> Other stakeholder (Specify) _____
A4). UNDP priority area(s) supported. (Check <input checked="" type="checkbox"/> <u>all</u> that apply)	1) <input type="checkbox"/> Economic Progression 2) <input type="checkbox"/> Environmental Sustainability	3) <input type="checkbox"/> Good Governance 4) <input type="checkbox"/> Other (Specify) _____
A5). UNDP priority area that you support/contribute to. (Check <input checked="" type="checkbox"/> <u>all</u> that apply)	1) <input type="checkbox"/> Economic Progression 2) <input type="checkbox"/> Environmental Sustainability	3) <input type="checkbox"/> Good Governance 4) <input type="checkbox"/> Other (Specify) _____
A6). Sex of participant (Check <input checked="" type="checkbox"/> or color)	1) <input type="checkbox"/> Male 2) <input type="checkbox"/> Female	
A7). Age of respondent	_____ years	
A8). Highest level of education (Check <input checked="" type="checkbox"/> or color)	1) <input type="checkbox"/> PhD 2) <input type="checkbox"/> Masters 4) <input type="checkbox"/> Degree 5) <input type="checkbox"/> Diploma	3) <input type="checkbox"/> Post graduate Diploma 6) <input type="checkbox"/> Certificate 7) <input type="checkbox"/> Other _____
A9). Level of responsibility (Check <input checked="" type="checkbox"/> or color)	1) <input type="checkbox"/> National 2) <input type="checkbox"/> Region	3) <input type="checkbox"/> District 4) <input type="checkbox"/> Other (Specify) _____
A10). Length of work in collaboration with UNDP	_____ years	

Rating scale

On a scale of 1 to 6 (1= **Highly Unsatisfactory (HU)** and 6= **Highly Satisfactory (HS)**), please give your opinion of the relevance, effectiveness, efficiency and sustainability of the UNDP country program on the following aspects? Check ☒ or color) *only one option for each aspect*

Opinion rating	Description
6) Highly Satisfactory (HS)	The programme has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
5) Satisfactory (S)	The programme has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
4) Moderately Satisfactory (MS)	The programme has moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
3) Moderately Unsatisfactory (MU)	The programme has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
2) Unsatisfactory (U)	The programme has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
1) Highly Unsatisfactory (HU)	The programme has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Section B: Relevance, Efficiency, Effectiveness, Sustainability, cross cutting themes and Impacts

Aspect of the UNDP mandate/intervention	Rating/opinion on relevance of UNDP						
Relevance (R)							

Aspect of the UNDP mandate/intervention	Rating/opinion on relevance of UNDP						
R1. The programme is relevant to the evolving context and the national development agenda	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R2. Project activities address the gaps in the policy, regulatory and capacity framework at national level	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R3. The programme's objectives and components were relevant, according to the social and political context	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R4. The project is suited to local and national development priorities and policies	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R5. The Country Office has capacities to deliver on the intended results	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R6. The programme is aligned with the national development needs and priorities	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R7. Given the COVID 19 pandemic, <i>for example</i> , the programme is responsive to the changing environment in-country at national and subnational levels	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R8. The current governance structure of the Country Office is appropriate to promote unified approach of its programmatic engagement strategy	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
R9. The intervention logic / theory of change and the underlying assumptions of the country programme integrated gender equality and other cross-cutting issues	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
Effectiveness (EV)							
EV1. The programme is compatible with the UNDP programming strategy for Namibia	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EV2. The current CPD on track to achieve planned results	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EV3. The current CPD addresses gender equality, disability issues, women's empowerment, and other cross-cutting issues	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EV4. UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EV5. UNDP has been able to form and maintain partnerships with government agencies and other development actors including bilateral and multilateral organizations, CSOs and the private sector to leverage results	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EV6. The project was effective in acquiring policy guidance for future developments	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
Efficiency (EF)							
EF1. The CO has utilized the core resources to levy external funding to support the achievement of the SDGs	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF2. Given the reprogramming and repurposing of funds in the era of COVID-19, the programme/ projects outputs have been efficient and cost effective	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF3. The monitoring and evaluation (M&E) systems that UNDP have in place are helping to ensure that programmes are managed efficiently and effectively	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF4. Institutional arrangements influenced the programme's achievement of results	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF5. Project level M&E systems feed into the programme	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF6. Project-level monitoring and evaluation systems, reporting, and project communications	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know

Aspect of the UNDP mandate/intervention	Rating/opinion on relevance of UNDP						
are supporting programme's implementation							
EF7. UNDP mobilized and used its resources (human, time, technical and financial) and improved inter-agency synergies to achieve its planned results in the current CPD cycle	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF8. Counterpart resources (funding, staff, and facilities) are enabling legislation	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF9. Counterpart resources (funding, staff, and facilities) are enabling legislation, and adequate programme management arrangements are in place at programme entry	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF10. The programme was implemented efficiently, and in line with international and national norms and standards	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF11. Adaptive management was used when/if necessary	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
EF12. The programme has been able to adapt to changing conditions	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
Sustainability (S)							
S1. UNDP's systems have created capacities (human resource, systemic and structural) for sustained results of its programmes	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
S2. The CO has the capacity to sustain its operations in terms of financial and programmatic implementation based on the resource projection and governance structure	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
S3. UNDP established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
S4. National partners have the institutional capacities, including sustainability strategies in place to sustain the outcome-level results	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
S5. The public/stakeholders are aware of and support the project's long-term objectives	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
S6. Adequate project management arrangements are in place at project entry	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
Cross cutting aspects							
Human rights (H)							
H1. The design of the CPD addresses the needs of the most vulnerable groups in the country	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
H2. The poor, persons with disabilities, indigenous and physically challenged, women and other disadvantaged / marginalized groups have benefited from the work of UNDP in the country	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
Gender equality and social inclusion (G)							
G1. UNDP has achieved results in promoting gender equality	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
G2. Progress has been made towards including gender equality, women's empowerment, and human development by primary stakeholders	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
Partnerships (P)							
P1. UNDP's selected method of implementation/ partnership modalities are suitable to the country and the development context	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
P2. Partnership and communications with the government and development partners has been enhanced	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know
P3. Different partners are involvement in Programme implementation	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know

Aspect of the UNDP mandate/intervention	Rating/opinion on relevance of UNDP						
P4. Stakeholders helped to determine activities and planned outputs	6) <input type="checkbox"/> Highly Satisfactory	5) <input type="checkbox"/> Satisfactory	4) <input type="checkbox"/> Moderately Satisfactory	3) <input type="checkbox"/> Moderately Unsatisfactory	2) <input type="checkbox"/> Unsatisfactory	1) <input type="checkbox"/> Highly Unsatisfactory	0) <input type="checkbox"/> Don't know

11.2.2 UNDP Nam CPD 2019-2023 MTE_tool2 for Project Teams and UNDP HQ



Title: Undp Namibia Country Programme Document (CPD) 2019 - 2023 Mid-Term Evaluation

Evaluation team:

Paul Nteza, *Consultant*.

Email: pnteza@hotmail.com

Harriet Rachel Kagoya, *Consultant*. Email: kharrietrachel@yahoo.com

Maano Shimanda, *UNDP Evaluation Manager*. Email: maano.shimanda@undp.org

Discussion guide for UNDP Project Teams

Meeting date: _____ DD/MM/YYYY _____

Consent form

Introduction: Greetings. Thank you for setting aside time to discuss with us today. My name is Paul Nteza/Harriet Kagoya. We have been contracted by UNDP Namibia to conduct a mid-term evaluation (MTE) of the Country Programme Document (CPD) 2019 - 2023. The CPD is informed by the 2030 Agenda for Sustainable Development and is aligned with the Namibia Fifth National Development Plan (NDP5) (2017 - 2022) and the United Nations Partnership Framework (UNPAF) for the period 2019 – 2023. The NDP5, prioritizes to achieve Inclusive, Sustainable and Equitable Economic growth, Build Capable and Healthy Resources, Ensure Sustainable Environment and Enhance Resilience and Promote Good Governance through effective institutions. UNDP Namibia's work for 2019-2023 is guided by three priority areas aligned to NDP5: Economic Progression; Environmental Sustainability; and Good Governance.

UNDP Namibia is midway in its implementation of the CPD, and conducting a MTE to assess progress thus far.

Aim of the evaluation: To assess progress made towards the achievement of the CPD outputs and outcomes, challenges, lessons learnt and recommendations. Findings will inform the Country Office in programming for the remaining period of the CPD cycle, drawing on experience and lessons learnt over the past period.

Do you have any questions? If at any time you have questions or concerns about the evaluation, you may contact **Maano Shimanda**, the UNDP Evaluation Manager by maano.shimanda@undp.org or office phone + 264 61 204 6243

Declaration by participant

By signing below, I agree to take part in the mid-term evaluation of the UNDP Namibia country programme.

Signed at on (date)

.....
Name & Signature of participant

.....
Signature of Consultant

<i>Participant's name & surname</i>	<i>Work title</i>	<i>Sex of respondent</i>	<i>Length of service with UNDP</i>	<i>Signature</i>

A) Programme strategy:

How and why outcomes and strategies contribute to the achievement of the expected results:

- Examine their relevance and whether they provide the most effective route towards results.
- Did the outcomes really meet the programme objective?
- Was the strategy followed, the best approach for achieving the project objective? Were alternatives considered?
- How adequate was the log frame and indicators in responding to the UNDP strategic priorities and achieving project objectives?

B) Sustainability:

- To what extent will the benefits of the CPD 2019 – 2023 continue within or outside the programme domain, after it has come to an end?
Explore aspects like development (and implementation) of a sustainability strategy, establishment of/access to financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities, adequate follow-up support at the (sub-) regional level, etc. Provide tangible measures that can be undertaken to improve prospects of sustainability.
- How is UNDP building resilience through adaptation, and disaster risk reduction? *Explore strengthening the technical and functional capacities of existing inter-sectoral environmental coordination bodies.*
- strengthening both technical and institutional capacity of national and community-based entities.*

C) Gender perspective:

To what extent does the programme account for gender differences when developing and applying interventions? How were gender considerations mainstreamed into project interventions? Suggest measures on how the programme's gender approach could have been strengthened.

D) Risk Management

- Validate whether the risks identified in the project document and APRs are the most important and whether the risk ratings applied are appropriate. If not, explain why.
- Describe any additional risks identified and suggest risk ratings and possible risk management strategies adopted
- Assess the Programme's risk identification and management systems:
 - Was the UNDP Risk Management System appropriately applied?
 - How could the UNDP Risk Management System have been used to strengthen programme management?

E) Work Planning

- Explain how the theory of change (TOC) was used as a management tool during implementation. How effective is the TOC?
- Suggest any changes that could may be made to enhance the TOC
- To what extent were routinely updated work plans used?
- Were electronic information technologies used to support implementation, participation and monitoring, as well as other project activities? Please explain your response
- Were work planning processes result-based?
- Financial management of the Programme: How cost-effective were the interventions? Were there any irregularities? Please explain with some examples (highlight the what, where, when, etc. aspects in the examples)

F) Reporting

- How has programme management implemented and reported on adaptive management changes, *if any*?
- Are any lessons derived from the adaptive management process documented, shared with key partners and internalized by partners?
- Does the programme have a communication plan?

G) Underlying factors and or challenges

- Share any underlying factors beyond the programme's immediate control that influenced outcomes and results.
 - Consider the appropriateness and effectiveness of the programme's management strategies for these factors.
- What assumptions were made by the programme management? Identify new assumptions that could have been made
- What has been the effect of any incorrect assumptions made by the project?

H) UNDP Contribution

- Assess the role of UNDP against the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results. Consider:
 - Field visits
 - Programme Executive/steering Committee
 - Global Advisory Committee (TOR, follow-up and analysis)
 - APRs preparation and follow-up
- Consider the Programme Assurance role, and examine how they were incorporated into the programme's adaptive management framework.
- Assess the contribution to the programme from UNDP "soft" assistance (i.e. policy advice & dialogue, advocacy, and coordination). Suggest measures which could have strengthened UNDP's soft assistance to the Programme management.

I) Partnership Strategy (additional information in the partnership section in tool1)

- Assess how partners were involved in the project's adaptive management framework:
- Involving partners and stakeholders in the selection of indicators and other measures of performance
- Using already existing data and statistics
- Analysing progress towards results and determining project strategies.
- Identify opportunities for stronger substantive partnerships between UNDP and other counterparts, with particular reference to:
- Contracts and/or MoUs with relevant regional institutions

- The development of partnerships with any other organizations working in the thematic areas e.g. UN to UN Frameworks signed and operational.
- Assess how stakeholders participated in project management and decision-making. *Include an analysis of the strengths and weaknesses of the approach adopted by the project and suggestions for improvement (in future).*
- Consider the dissemination of programme information to partners and stakeholders and if necessary suggest more appropriate mechanisms that could have been explored.
- Enhancement of national capacities for disaggregated data collection, research and innovation delivered through partnerships with National Statistics Agency (NSA), civil society, academia and private sector

J) Challenges and possible solutions

In your opinion, what challenges may be causing delays in the implementation and delivery of outputs of the programme/implementation 'bottlenecks'? How can these issues be solved? What changes need to be implemented?

Please state examples and propose solutions to the challenges. You may use the table below.

UNDP focus area	Challenge	Specific example(s)	Proposed solution
1. Economic Progression			
2. Environmental Sustainability			
3. Good Governance			
Cross cutting aspects			
4. Human rights			
5. Gender equality and social inclusion			
6. Partnerships			
Other: Governance structure			
Other: Timely availability of resources (HR, finances, etc.) – quality, quantity, etc.			

K) Lessons learnt

Please share lessons learnt so far with regards to enhancing the **relevance, efficiency, and sustainability** of the current programme cycle.

L) E) Recommendations

Please give key suggestions/ strategic and programmatic revisions, *if any*, for mid-course adjustments to the country programme 2019 – 2023

E1) _____

E2) _____

E3) _____

Thank you very much for your valuable input into this evaluation, as well as contribution to UNDP vision, goals and interventions.

11.3 Sampling plan

CPD Pillars & outcome indicators	Outcome & output involving UNDP	Target stakeholder(s)	Rationale
1. Economic Progression 1.1 Incidence of Poverty by Sex of head of household 1.2 Youth unemployment 1.3 Multi-dimensional poverty 1.4 National Unemployment Rate, disaggregated rural/urban and gender	1.1 By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups Outputs: Innovative measures in place to increase 'vulnerable /disadvantaged' women, youth, persons with disabilities (PwD) and marginalized groups' empowerment and participation in the economic development processes 1.2 By 2023, MITSMED, MoF, MPESW, MGECW and other Governing Council members enabled to create and implement innovative pro-poor and gender-responsive development policy frameworks and programmes for poverty eradication 1.3 National institutions in charge of economic diversification (MITSMED) have the capacity to promote Local Content Development and value addition to national resources	MPESW, MITSMED, MGECW, MSYNS MITSMED, MoF, MPESW, MGECW MITSMED	Direct involvement per CPD/ ministry responsible/ cross cutting themes e.g. gender, youth, PwD, marginalized groups Direct involvement per CPD Direct involvement per CPD
2. Environmental Sustainability 2.1 Ha. of land that are managed sustainably under a conservation, sustainable use or access and benefits sharing regime (Percentage of land under structured natural Resource management covered) 2.2 Annual revenue generated from PA and CBNRM 2.3 Share of renewable energy in the mix	2.1 Relevant policies, regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation 2.2: Scaled up integrated and innovative action on climate change adaptation and mitigation across priority sectors which is funded and implemented 2.3: Inclusive and sustainable solutions adopted by renewable energy technology (RET) suppliers and industries to achieve increased energy efficiency (EE) and universal modern energy access (especially off-grid sources of renewable energy)	GEF, MEFT, MAWF, MGECW GIZ, GCF, MEFT MME, MEFT, MGECW, MSYNS, GCF, GEF, EIF, DBN*,	Direct involvement/ ministry responsible/ aspects of gender-sensitive legal and policy instruments on natural resources and environment Direct involvement with climate issues/ ministry responsible Direct involvement/ ministry responsible/ cross-cutting themes e.g. gender
3. Good Governance 3.1 Percentage of seats held by women in national parliaments 3.2 The Mo Ibrahim index [esp. measures/sub-indexes dealing with sustainable economic opportunities and human development]	3.1: Government institutions (e.g. ACC, Parliament, OPM, Office of the Ombudsperson, MOJ at national and regional levels (e.g. RC, LA) enabled to perform core functions for improved accountability, participation representation and reporting 3.2: Capacities developed across the whole of government to integrate the 2030 Agenda especially gender equality in development plans and budgets	ACC, Parliament, OPM, MOJ, Ombudsperson, MoF, MGECW MoF, NSA, UNDP	Direct involvement/ ministry responsible/ cross-cutting themes e.g. gender, human rights
Other		NSA, MoF, UNDP HQ & project teams	Financing, programming, implementation, inter-agency collaboration/coordination, M&E oversight
Beneficiaries		Disability,	

11.4 List of individuals or groups/organizations interviewed or consulted

Name of focal staff	Organization/Location
Tylvas N. Shilongo	ACC (Anti-Corruption Commission)
Ms. Kgomoitso Mokgatle	EIF (Environmental Investment Fund)
Mr. Timoteus Mufeti	MEFT
Jianing Ma	UNDP
Minsozi Sibeso	MME (Ministry of Mines and Energy)
Sarti Makili	MME
Isabella Chirchir	MME

Festus Nghifenwa	MoF (Ministry of Finance)
Ms. Mercy Kufuna	MPESW (Ministry of Poverty Eradication and Social Welfare)
Mr. Tembwe	MSYNS (Ministry of Sport, Youth and National Service)
Dr. Michael Hamavindu	MIT (Ministry of Industrialization, Trade and SME Development)
Mr. Sebulon Chicalu	MEFT
Dr Isak Neema	NSA (Namibia Statistics Agency)
Thekla Jarmann	OPM
Ms. Anne Madzara	UNDP
Mr. Timoteus Mufeti	MEFT
Ms. Alka Bhatia	UNDP
Mr. Benson Matali	MGEPEWS
Penoshinge Shililifa	MGEPEWS
Ms. Phemo karen Kgomotso	UNDP/GEF
Mr. Matheus Hashoongo	UNPRPD
Mr. Jonas Nghishidi	NILALEG
Mr. Reagan Chunga	CBIT
Ms. Nico Willemse	BCC
Dr. Juliane Zeidler	WWF
Dr. Mary Brantuo	WHO
Ms. Gloria Kamwi	WFP
Ms. Saima Ndapanda Heita	UNFPA
Loide Amkongo	UNFPA
Ms. Grace Hidinua	UNFPA
Ms. Natalia Halweendo	UNFPA
Mr. Wilmot Reeves	UNDP
Mr. Carlos Fernandez Garcia	UNRCO
Mr. Nelson Zakaapi	UNRCO

11.5 UNDP Country Office Project Teams FGD participants

Participant's name & surname	Designation
1. Eric Chipeta	Programme Specialist
2. Geraldine Itana	Head of Exploration
3. Jianing Ma	Assistant Economic Advisor
4. Sofia Nambahu	Development Finance Specialist
5. Megan Van Turah	Operation Manager
6. Anna Johannes	Project Associate
7. Frieda Lukas	Communications Officer
8. Maano Shimanda	MTE - Evaluation Manager
9. Helena Gowases-Ganes	Finance Associate
10. Andrea Aakre	Governance Assistant

11.6 List of documents reviewed

1. Republic of Namibia, "Namibia's 5th National Development Plan (NDP5)," Windhoek, 2017.
2. United Nations System in Namibia, "United Nations Partnership Framework (UNPAF) 2019-2023," United Nations System in Namibia, Windhoek, 2018.
3. United Nations Development Programme Namibia, "Country Programme Document 2019-2023," United Nations, Windhoek, 2018.
4. Independent Evaluation Office of UNDP, "UNDP Evaluation Guidelines," Independent Evaluation Office of UNDP, New York, 2021.
5. United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD) Namibia Half Yearly Report 28 July 2020
6. United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD) Annual Report- Namibia Jan-Dec 2019
7. MINERALS POLICY OF NAMIBIA
8. Ministry Environment, Forestry and tourism. *Climate change in Namibia*
9. BCC gender policy Draft 01 27.5.19
10. Ministry of Gender Equality and Child Welfare (MGEWC). 2010. *NATIONAL GENDER POLICY (2010 - 2020)*. Windhoek, Namibia
11. Namibia Statistics Agency (NSA) Annual Report 2019/20
12. UNDP Namibia 2022 Communications Annual Work Plan Draft 2 (01-02-2022)
13. Project Proposal-SDG JP - Namibia's Financing Architecture (1 June, 2020 to 1 June, 2022)
14. UNDP and UNICEF Expanded Collaboration Framework for COVID-19
15. UN Partnership to Promote the Rights of Persons with Disabilities Programme Document_rc
16. Responsible Party Agreement UNAM & UNDP
17. Namibia demographic and Health Survey (2013)
18. Namibia Joint Partnership and Resource Mobilization Strategy 2019
19. UNPAF 2019-2023, Digital_2
20. UNDP strategic plan
21. UNDP GEF TE Final Report – NAFOLA

22. UNDP EVALUATION POLICY
23. SEIAC_FinalDraft
24. SEIAC_FinalDraft (002)
25. SCORE Terminal Evaluation Final Report (20.02.2020) _Namibia
26. NAMIBIA_2020 ROAR Offlinee_NAMIBIA CO_13012021 (Final)
27. NAFOLA terminal evaluation report
28. Mid Term Review of the Improving Ocean Governance and Integrated Management of the BCLME III
Final report
29. HEP E Project Donor Report Japan
30. Evaluation-during_crisis-COVID19
31. End of project FINAL REPORT for NC4 projects
32. End of project FINAL REPORT for BUR4 project
33. EMPRETEC Report on Programme Activities - August to December 2019
34. CPD one pager v5
35. CPD Namibia 2019-2023 Final
36. 200308_UNDP S4H_Phase 1 draft report key insights
37. 2021-GEF-PIR-PIMS5640-GEFID9426
38. 2020-GEF-PIR-PIMS5313-GEFID5753
39. 2019-GEF-PIR-PIMS5313-GEFID5753
40. Strategic Action Plan for Sustainable Bush Value Chains in Namibia 2019
41. UNDP Sustainable Development Goals 2021 Summary Report dated 19 January 2022
42. UNDP Donors 2021 Summary Report dated 19 January 2022
43. Remarks at the Annual Planning Week for the GRN-UNDP SEMER Portfolio under the Country
Programme 2019-2023 by Dr Armstrong Alexis (DRR). February 2021

11.7 Results matrix

Outcome & output involving UNDP	Indicators	Baseline	Target	Result (Jan 2022)	Stakeholders	MTE remarks*
NATIONAL PRIORITY OR GOAL: Pillar 1: Economic Progression (NDP5)						
UNPAF (OR EQUIVALENT) OUTCOME 1.1 INVOLVING UNDP: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups						
1.1 Innovative measures in place to increase 'vulnerable /disadvantaged' women, youth, persons with disabilities (PwD) and marginalized groups' empowerment and participation in the economic development processes	1.1.1: Number (No.) of entrepreneurship programmes developed and running targeting women, youth, PwD, and other marginalized groups Data source: monitoring reports	0 (2017)	4 (2023)		MPESW, MITSMED, MGECW, MSYNS	On track.
	1.1.2: No. of livelihood options created to increase 'vulnerable/disadvantaged' women, youth, PwD and marginalized groups' empowerment Data source: monitoring reports	women: 1 (2017)	4 (2023)			
1.2 By 2023, MITSMED, MoF, MPESW, MGECW and other Governing Council members enabled to create and implement innovative pro-poor and gender-responsive development policy frameworks and programmes for poverty eradication	1.2.1: No. of gender responsive development policy frameworks (SP IRRF Output Indicator 1.1.2.3) Data source: monitoring reports & evaluation report	0 (2017)	2 (2023)	1 (BCC gender policy Draft 01 27.5.19) & mentioned policies therein ref=2020-GEF-PIR-PIMS5313-GEFID5753.pdf 2.1. BCC gender policy and equality frameworks See also NATIONAL GENDER POLICY	MITSMED, MoF, MPESW, MGECW	On track
1.3 National institutions in charge of economic diversification (MITSMED) have the capacity to promote Local Content Development and value addition to national resources	1.3.1: Mineral policy reviewed Data source: MITSMED AR	0 (2017)	1 (2023)	0 (2021)	MITSMED	The Minerals policy of Namibia online has no indicative date; likely not reviewed yet
NATIONAL PRIORITY OR GOAL: Pillar 3: Environmental Sustainability (NDP5)						
UNPAF (OR EQUIVALENT) OUTCOME 3.1 INVOLVING UNDP: By 2023, vulnerable populations in disaster prone areas and biodiversity sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management)						
2.1 Relevant policies, regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation	2.1.1: Natural resources that are managed under a sustainable use, conservation, access and benefit sharing regime (SP IRRF Output Indicator 1.4.1.2) Data Source: Government Gazettes (GZ), Protected Areas/National Parks Management Plans, GEF Tracking Tools, Reports of: OKACOM, ORASECOM, BCC, and NDP5 Implementation Plan				GEF, MEFT, MAWF, MGECW	
	a) 2.1.1 a. No. of existing State Protected Area under improved management	a - (12);	a - 20 (8 new ones);			

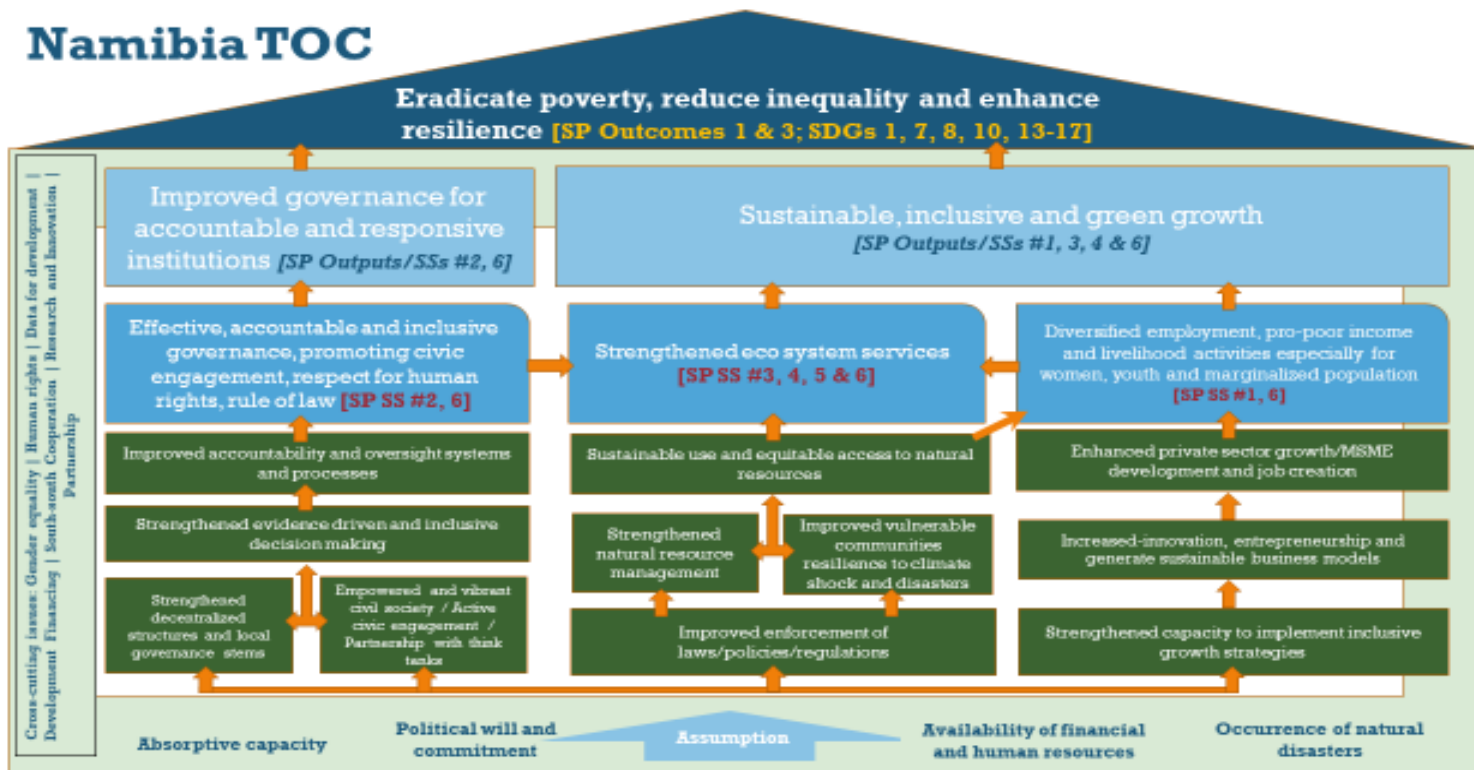
Outcome & output involving UNDP	Indicators	Baseline	Target	Result (Jan 2022)	Stakeholders	MTE remarks*
	b) 2.1.1 b. No. of hectares burned by veld fires in Conservation Areas	b- (3.7 million ha);	b- (1.3 million ha);			
	c) 2.1.1 c. Regions assessed for trends in land degradation	c- (1);	c- (1);			
	d) 2.1.1 d. No. of shared, water ecosystems (fresh or marine) under cooperative management	d – (3); (2016)	d - (3); (2023)			
	2.1.2: No. of gender-sensitive legal and policy instruments on natural resources and environment to improve access to and control over assets and services Data source: GZ, EIF, CBNRM, Ministerial /Sectoral Reports	3 = 1996 Nature Ordinance Act, CBNRM Policy, and NCCSAP (2017)	4 = National Adaptation Plan for Namibia (2023)			
	2.1.3: No. of functional Intra-governmental coordination mechanisms improved to achieve targets as set out in the LDN Strategy (UNCCD), the INDC (UNFCCC) and the NBSAP 2 (CBD) Data source: NBSAP, NCCC & SLM/LD Reports/Minutes, CBNRM Reports, Sectoral Annual Reports (AR), SDAC, LDN, INDC Reports, National Communication Reports	1 = NCCC (2017)	3 = CBNRM for Water, sustainable development council, or consolidated NBSAP/NCCC/ LD (2023)			
2.2: Scaled up integrated and innovative action on climate change adaptation and mitigation across priority sectors which is funded and implemented	2.2.1: No. of national accredited systems in place to access, deliver, monitor, report on and verify use of climate finance Data source: EIF, DRFN, DBN Annual Reports (AR), NCCSAP M&E Report, Adaptation Fund Board Decisions, GCF Board Decisions, Government Notices	access =2 (EIF and DRFN), deliver =2, monitor =0, report =2 (BUR and NCs), verify =0 (2017)	access =3 (i.e. 2 baselines + 1 more target), deliver =1, monitor =1, report =3, verify =1 (2023)		GIZ, GCF, MEFT	
2.3: Inclusive and sustainable solutions adopted by renewable energy technology (RET) suppliers and industries to achieve increased energy efficiency (EE) and universal modern energy access (especially off-grid sources of renewable energy)	2.3.1: No. of new development partnerships incl SSC with funding for improved EE and/or sustainable energy solutions targeting underserved communities/groups and women Data source: EIF AR, DBN Report, NCCSAP M&E, MoF, MME and NEI Reports, UNPAF M&E, Sectoral Reports	2; a) underserved communities (2) (DBN/AfDB/GDC - nationwide & EIF GCF - Kunene), b) Women (0)	4; a) underserved communities (2), b) Women (2)		MME, MEFT, MGECW, MSYNS, GCF, GEF, EIF, DBN*,	
NATIONAL PRIORITY OR GOAL: Pillar 3: Environmental Sustainability (NDP5)						
UNPAF (OR EQUIVALENT) OUTCOME 3.1 INVOLVING UNDP: By 2023, vulnerable populations in disaster prone areas and biodiversity sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management)						

Outcome & output involving UNDP	Indicators	Baseline	Target	Result (Jan 2022)	Stakeholders	MTE remarks*
3.1: Government institutions (e.g. ACC, Parliament, OPM, Office of the Ombudsperson, MOJ at national and regional levels (e.g. RC, LA) enabled to perform core functions for improved accountability, participation representation and reporting	3.1.1: No. of institutions which have adopted (and reporting on) effective measures at national, regional and sectoral level to mitigate corruption risks (SP IRRF Output Indicator 1.2.3.1) Data source: NC & OPM Annual Report (AR)	1 National, 1 Regional, 1 Sectoral (2017)	4 National, 4 Regional, 4 Sectoral (2023)		ACC, Parliament, OPM, MOJ, Ombudsperson, MoF, MGEWCW	
	3.1.2: No. of national and sub-national institutions with effective innovative mechanisms for civic engagement, including the participation of women and marginalized groups (SP IRRF Output Indicator 2.2.2.4) Data source: OPM DIPSIR AR	2 (2017)	4 (2023) (National = 2; Sub-National = 2)			
	3.1.3: No. of human rights cases/complaints investigated and resolved by the Office of Ombudsperson within the year of submission Data source: Ombudsman AR	3,749(2016) (M = 2,461, F = 1,104, Groups = 154, Unknown = 30)	3,000 (2023) (M = 1,461, F = 104, Groups = 0, Unknown = 0)			
3.2: Capacities developed across the whole of government to integrate the 2030 Agenda especially gender equality in development plans and budgets	3.2.1: No. of sector plans and budgets at national and subnational levels that integrate the SDGs Data source: National & Sub-national Budget, Sectoral Plans, MTEF, UNDP SDG Baseline Indicator Report	0 (2017)	34 (2023) (O = 3; M = 23; A = 8)		MoF, NSA, UNDP	
	3.2.2: Percentage of sectors with data collection /analysis mechanisms providing comprehensive disaggregated data to monitor progress towards the SDGs (SP IRRF Output Indicator 1.1.1.3) Data source: NPC & NSA AR	26% (2017)	100% (2023)		NSA, MoF, UNDP HQ & project teams	Numerators and denominators needed in the results framework

* Achieved/On track = $\geq 50\%$ of the 2023 target; Not achieved/slow progress = $<50\%$ progress against the 2023 target

11.8 UNDP Namibia TOC

Namibia TOC



11.9 Summary figures of findings

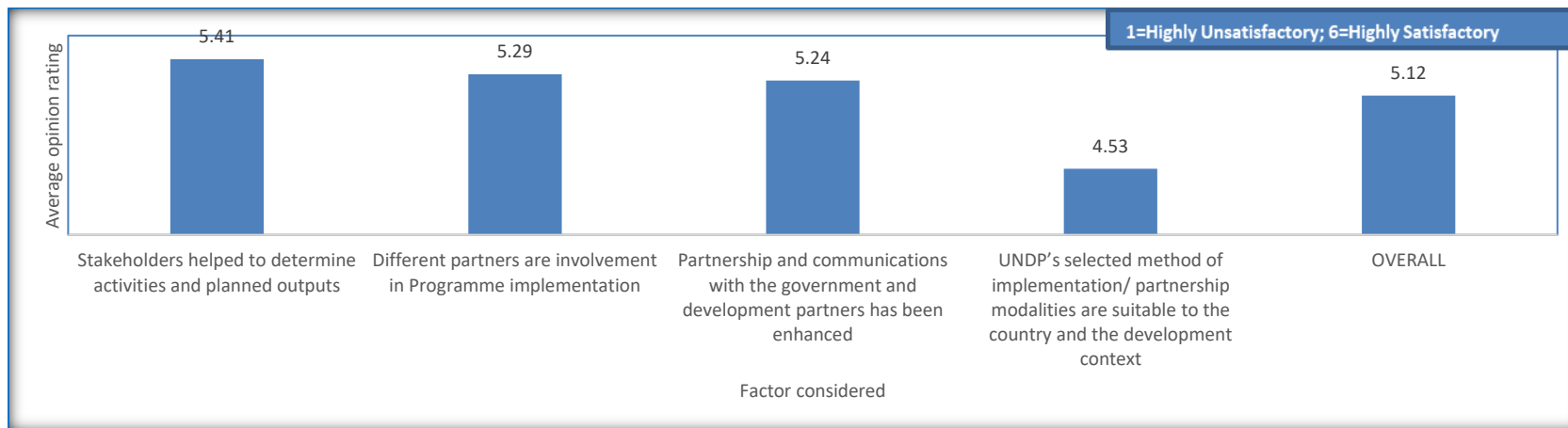


Figure 36: Stakeholders' average opinion rating of UNDP Country Programme on partnerships

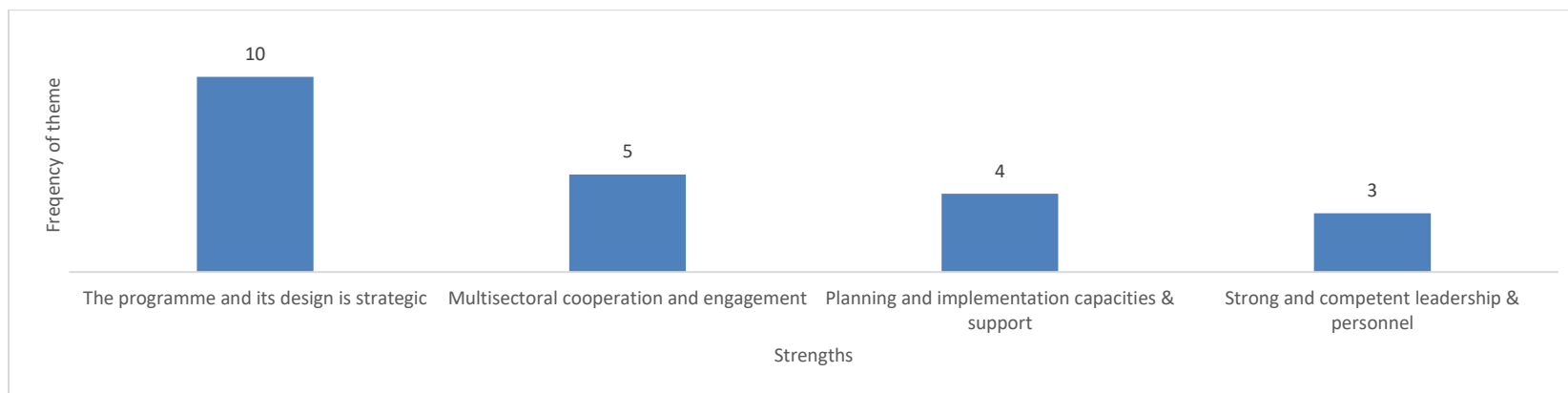


Figure 37: Strengths of the UNDP country programme 2019 – 2023

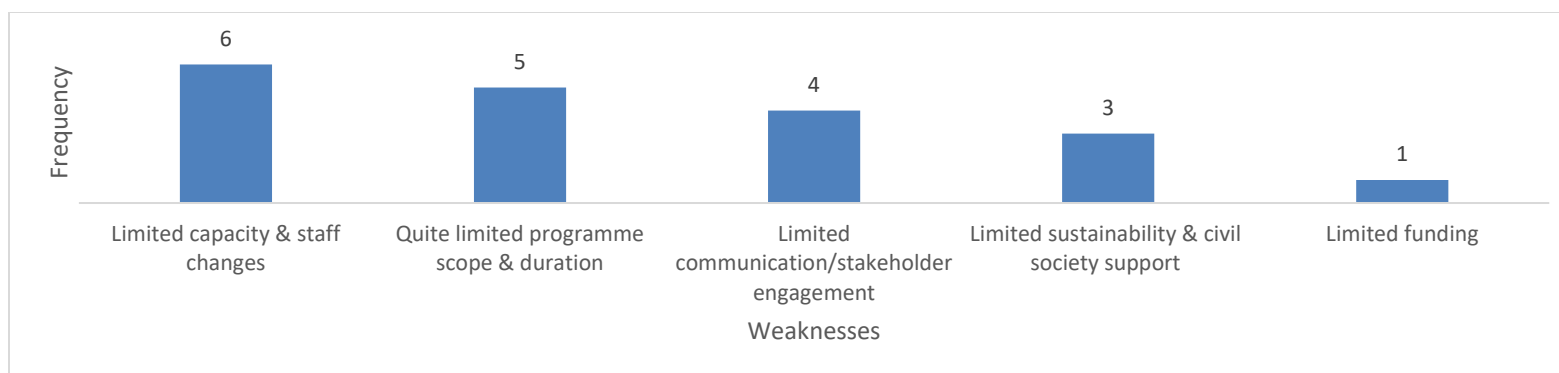


Figure 38: Weaknesses of the UNDP country programme 2019 – 2023

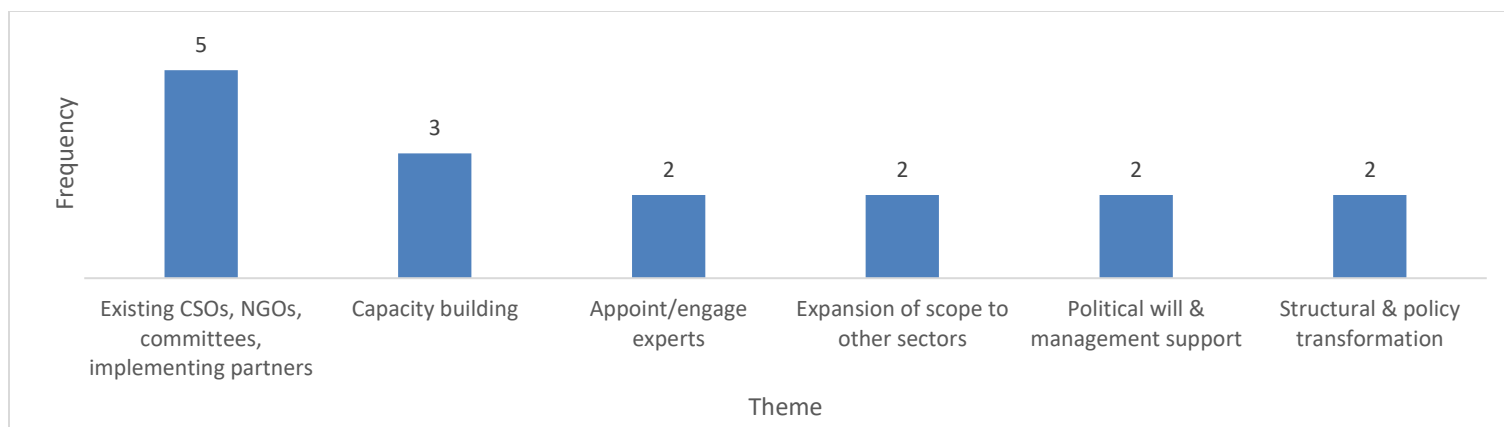


Figure 7: Opportunities that UNDP can/should explore to support execution of the CPD 2019 – 2023

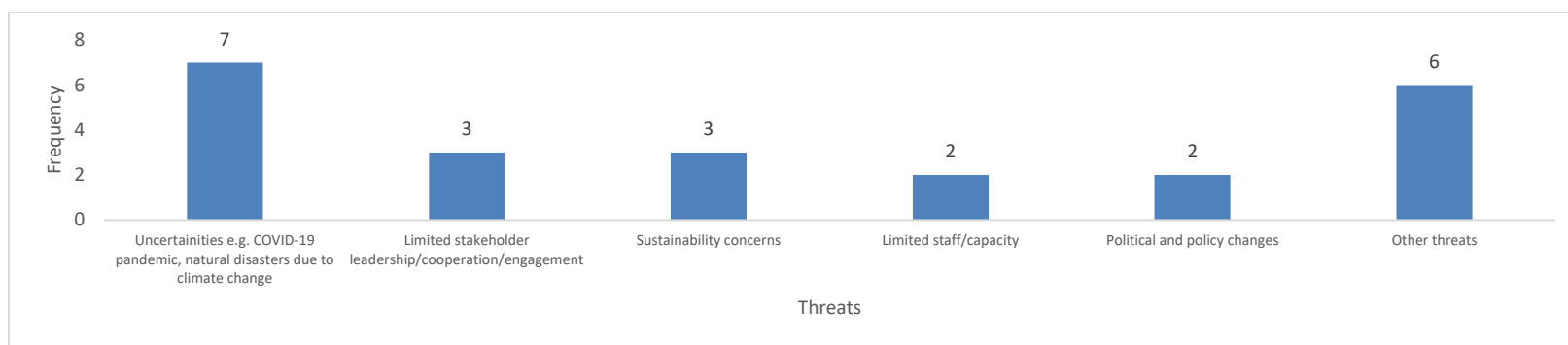


Figure 8: Threats that may impact on achieving objectives and targets of the CPD 2019 – 2023

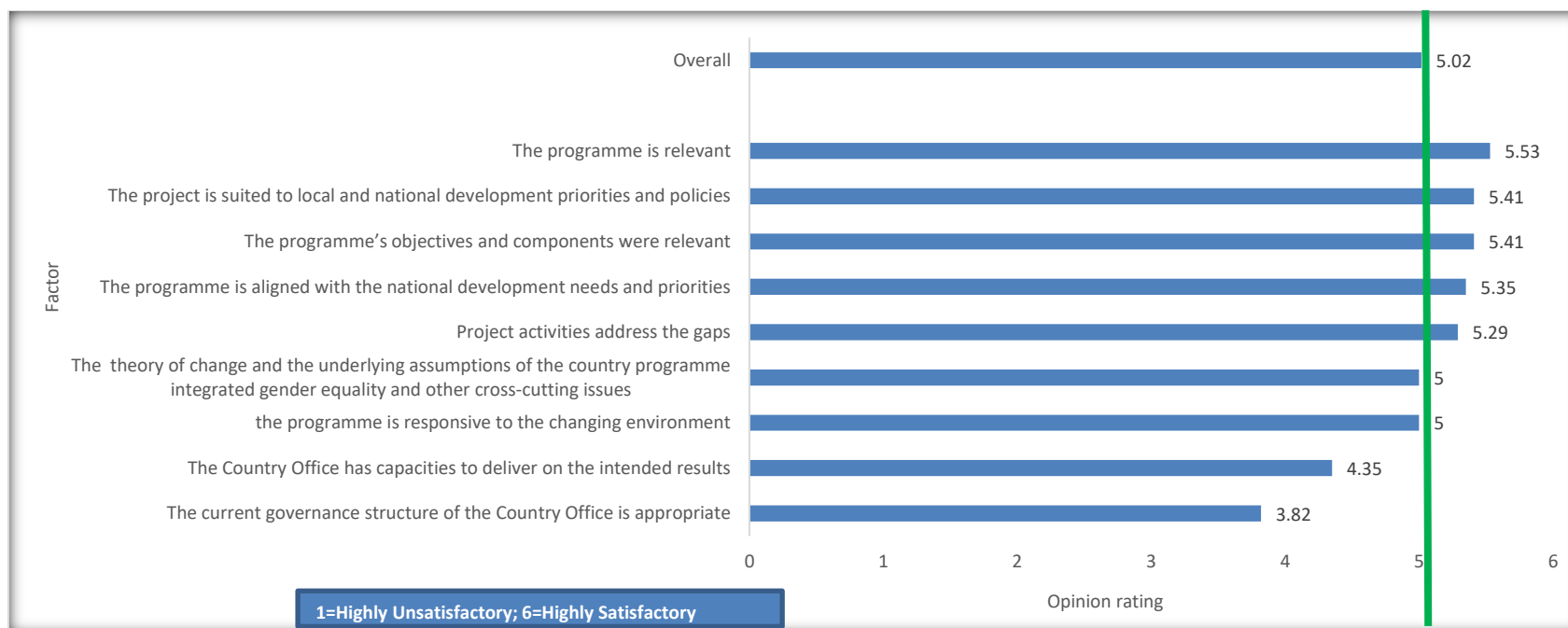


Figure 9: Mean opinion rating on relevance of the country programme strategy

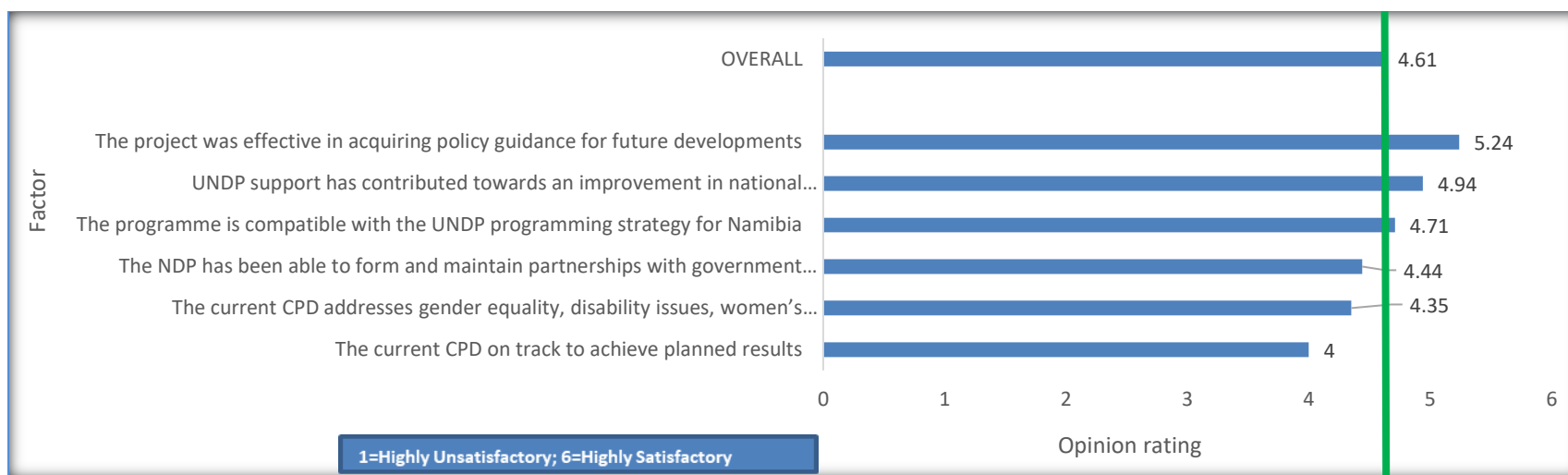


Figure 10: Stakeholders' mean opinion rating of UNDP's effectiveness with regard to the country program 2019 – 2023

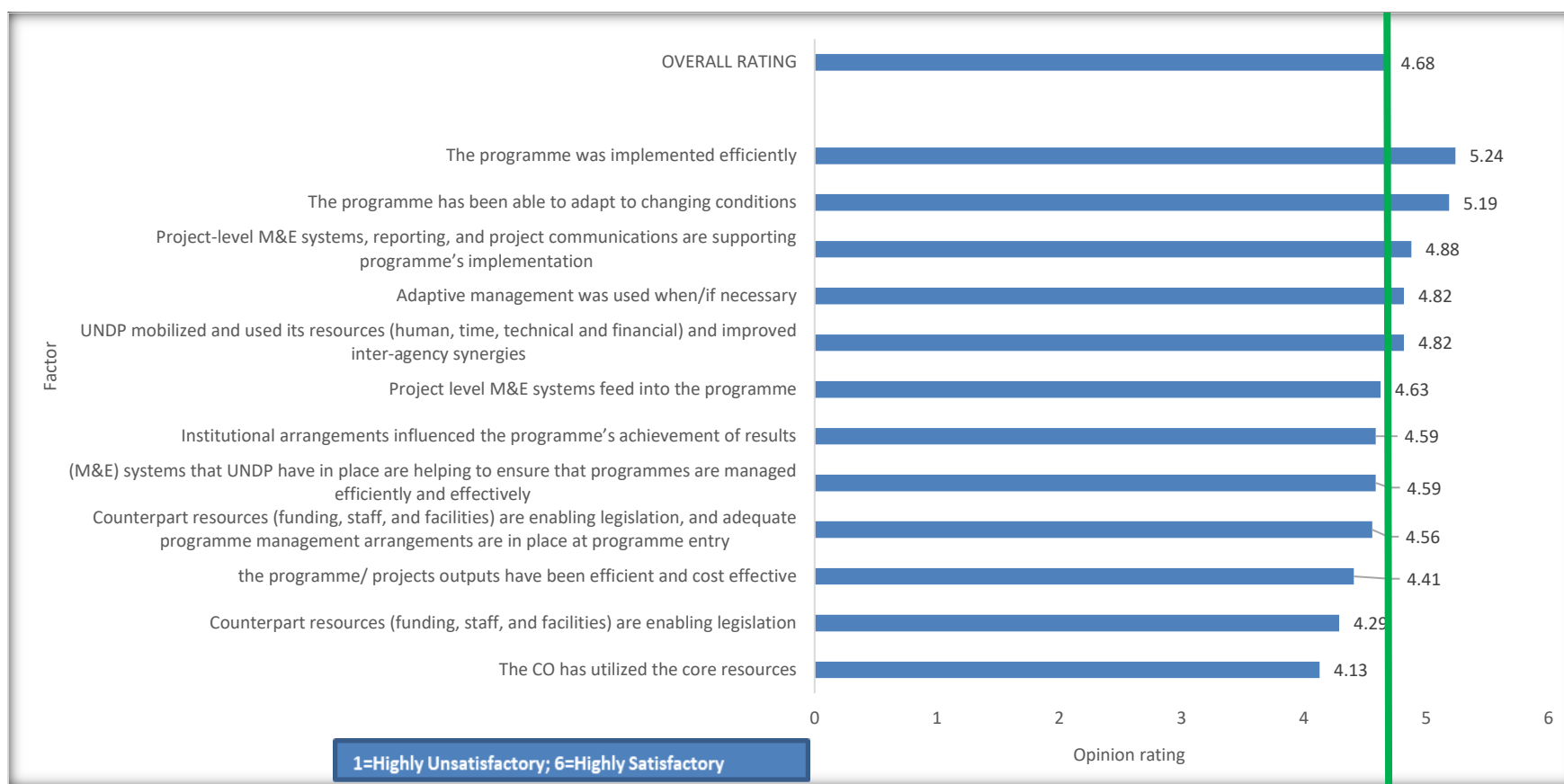


Figure 11. Stakeholders' mean opinion rating of UNDP's efficiency with regard to the country program 2019 – 2023



Figure 39: Mean rating on Gender equality and social inclusion

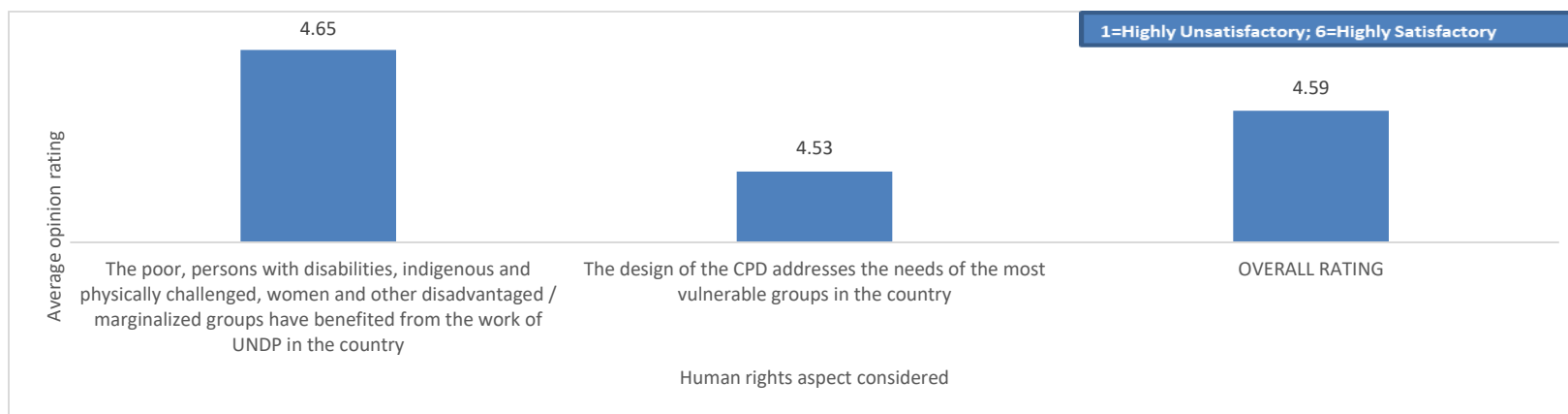


Figure 40: Mean opinion rating on human rights aspects

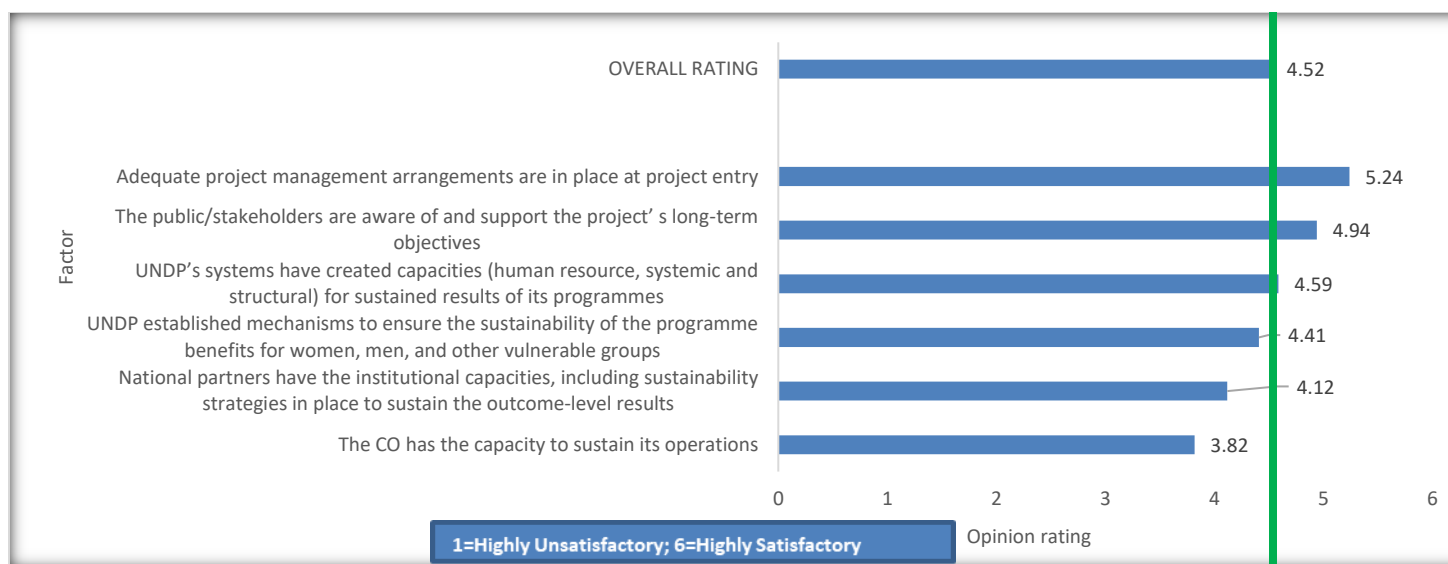


Figure 41: Stakeholders' mean opinion rating on sustainability of UNDP country programme interventions 2019 – 2023

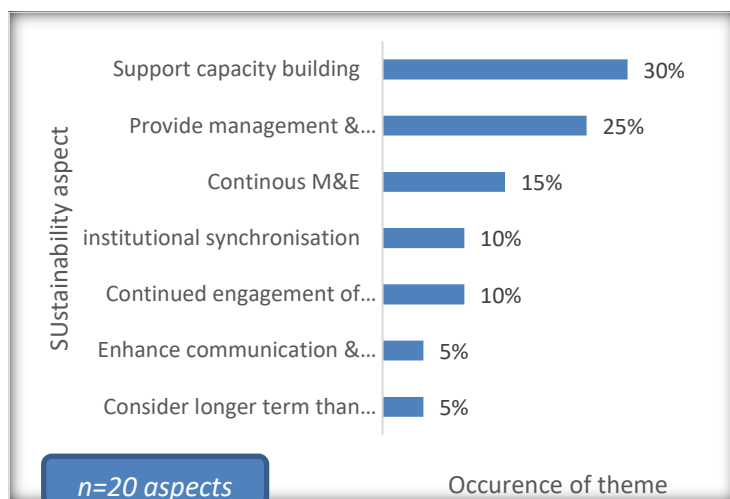


Figure 42: Stakeholder-mentioned Sustainability efforts by UNDP

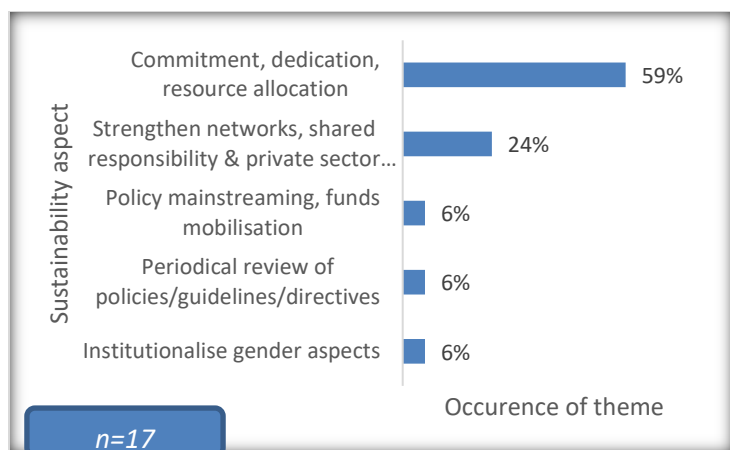


Figure 43: Sustainability efforts by stakeholders

