



Independent  
Evaluation  
Office

United Nations Development Programme

## INDEPENDENT COUNTRY PROGRAMME EVALUATION

# Namibia

EVALUATION PERIOD: 2019-2022

### COUNTRY PROFILE

#### Population

2.5 million  
people  
(2021)



#### HDI value

0.646  
(2021)  
Medium human  
development category



#### Women in politics

37 %  
(2020)  
Parliamentary seats  
held by women



USD 9,650  
(2021)

#### GNI per capita



21.7 %  
(2021)

#### Unemployment

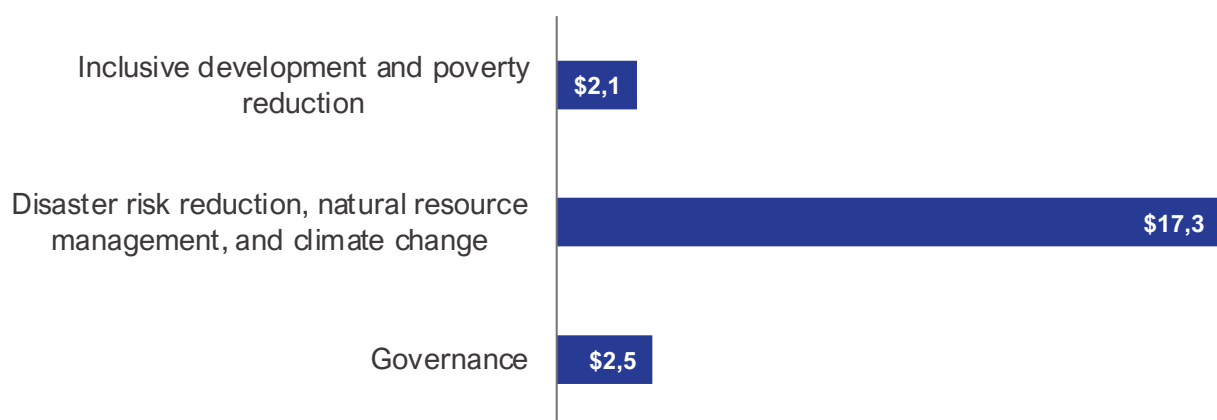


19 %  
(2018)  
GDP loss from land  
degradation

#### Climate change

### PROGRAMME OUTCOME AREAS

2019-2022



Total expenditure: 21.9 M

■ Expenditure

Millions US\$

## CONCLUSIONS

1. While reflecting Namibia's development needs, the country programme lacked links to the recommendations in the last evaluation.
2. UNDP's major achievement in the area of promoting inclusive economic development was building government capacity in support of inclusive entrepreneurship development for marginalized groups.
3. UNDP's main achievement in climate change and natural resource management was through its support to Government. More needs to be done to increase the sustainability of community-based initiatives.
4. Effective programme delivery was hampered by issues like capacity, short timeframes, restrictive budgetary processes and difficulty linking project outcomes.
5. UNDP has not been able to fully capitalize on its comparative advantage in support to governance systems due to resource limitations.
6. UNDP's Accelerator Lab provided a platform to test innovative responses to persistent challenges in Namibia.
7. The results-based management system does not sufficiently link the original theory of change to the project and programme level, compromising the capacity to track results.
8. UNDP's gender and social inclusion efforts lack transformative outcomes.



## RECOMMENDATIONS FOR UNDP

1. Better articulate UNDP's comparative advantages and its offer to Namibia, based on UNDP's areas of expertise, lessons learned and well-established partnerships with government.
3. UNDP should clearly articulate realistic targets and observable indicators of change to facilitate performance tracking.
5. The Accelerator Lab should keep records and document the lessons learned to support future innovations and create transferrable toolkits.



2. To further support entrepreneurship, UNDP should focus on market access and demand/supply analysis to fully identify the opportunities for and barriers to scale-up.
4. UNDP should be more ambitious in mainstreaming gender by shifting from gender targeting to a more transformative approach.
6. UNDP should activate the portfolio approach to strengthen functional linkages between initiatives across outcome areas.

### ABOUT THE INDEPENDENT EVALUATION OFFICE

By generating evaluative evidence, the Independent Evaluation Office (IEO) supports UNDP to achieve greater accountability and facilitates improved learning from experience. The IEO enhances UNDP's development effectiveness through its programmatic and thematic evaluations and contributes to organizational transparency.

### ABOUT ICPEs

The IEO of UNDP conducts Independent Country Programme Evaluations (ICPEs) to assess UNDP's performance at the country level. These evaluations support the formulation of a new UNDP country programme strategy in facilitating and leveraging national efforts to advance inclusive and sustainable development.