

An abstract graphic at the top of the page featuring a dark blue background with a complex network of thin white lines and small, glowing dots in yellow, orange, and blue, resembling a data visualization or a stylized cityscape.

# Independent Country Programme Evaluation Namibia

## *Annexes*



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# ANNEX 1. TERMS OF REFERENCE



## UNDP Namibia

### Independent Country Programme Evaluation Terms of Reference

#### I. Introduction

As part of its annual work plan, the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will conduct an independent country programme evaluations (ICPE) in Namibia in 2022. Typically conducted in the penultimate year of a country programme cycle, the ICPEs are expected to inform the elaboration of the new country programmes with evaluative evidence of UNDP's contribution to national development priorities.

The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document (CPD)
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board.

The ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The responsibility of IEO, which reports directly to the Executive Board, is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP was able to adapt to the crisis and support country's preparedness, response to the pandemic and its ability to recover meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

This is the second ICPE for Namibia, with the previous one conducted in 2017-2018. The evaluation will be conducted in 2022 towards the end of the current UNDP programme cycle (2019-2023), with a view to contributing to the preparation of UNDP's new programme starting from 2023. The ICPE will be conducted in close collaboration with the Government of Namibia and UNDP Regional Bureau for Africa.

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<sup>1</sup> <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>

## II. National context

Development. As an upper-middle-income country with a population of 2.5 million<sup>2</sup>, Namibia has experienced one of the fastest reductions in poverty on the continent, from 28.7 per cent (2009-2010) to 17.4 per cent (2015-2016), mainly due to sustained political stability, sound macroeconomic management, and public commitment to social protection programmes.<sup>3</sup> Namibia is a constitutional multi-party democracy and ranks as the tenth most peaceful country in sub-Saharan Africa.<sup>4</sup> The 0.646 Human Development Index (HDI) rating is above average for countries in the medium human development group (0.631), and above the 0.547 average for sub-Saharan Africa. When adjusted for inequality, the HDI value falls to 0.418, representing a 35.5 percent loss.<sup>5</sup> Namibia's Multidimensional Poverty Index (MPI) based on 2015-2016 value reveals that more than 43.3 percent of the population live in multidimensional poverty. Poverty is concentrated in rural areas (59.3 percent) compared to urban areas (25.3 percent).<sup>6</sup> Weak implementation capacity for inclusive growth strategies impedes pro-poor income and livelihood activities.

Economy. The economy had been in recession since 2016 and was projected to further contract by 0.2percent in 2019 before a modest 1.6percent recovery in 2020.<sup>7</sup> This is attributable to weak growth in major trading partner economies (South Africa and Angola), low commodity prices, prolonged drought, and the negative effects of fiscal consolidation<sup>8</sup>. Unemployment rates increased from 19.75 per cent in 2019 to 20.35 per cent in 2020<sup>9</sup>, with youth unemployment at 37.8 per cent;<sup>10</sup> vulnerable population unemployment at 31 per cent; and women's unemployment at 18.53 per cent (20.94 per cent for men).<sup>11</sup> Unemployment is highest in rural areas, at 39.2 per cent, compared to 30.3 per cent in urban areas.<sup>12</sup> More than half of the population (55.8 percent) is engaged in informal economy.<sup>13</sup> The economy is excessively dependent on the extractive industry, with inadequate investments in economic diversification activities. Jobs and skills mismatches have resulted from limited investment in technical and vocational training, perpetuating high unemployment impacting particularly women, youth, persons with disabilities and the marginalized.<sup>14</sup>

Governance. The Transparency International Perception Corruption Index ranks Namibia as the fifth least corrupt country in sub-Saharan Africa (with a score of 51 out of 100)<sup>15</sup> and seventh on the Ibrahim Index of African Governance<sup>16</sup>. Namibia ranks 24 out of 180 countries on the World Press Freedom Index of 2021<sup>17</sup>. Despite these achievements, there are signs of increasing deterioration in security and rule of law,

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<sup>2</sup> World Bank Data, 2020.

<sup>3</sup> World Bank, Namibia Country Overview.

<sup>4</sup> Global Peace Index, 2021.

<sup>5</sup> UNDP Human Development Report 2020

<sup>6</sup> Namibia Multidimensional Poverty Index (MPI) Report 2021, OPHI.

<sup>7</sup> World Bank, Namibia Country Overview.

<sup>8</sup> The weak economic performance has worsened the triple socio-economic challenges of high inequalities, high unemployment, and relatively high poverty levels in the rural areas, uncommon in an upper-middle-income country.

<sup>9</sup> World Bank Data 2020, Indicator: Unemployment, (total percent of labour force) (national modeled ILO)

<sup>10</sup> World Bank Data 2019, Indicator: Unemployment, youth total (percent of total labor force ages 15-24) (modeled ILO estimate)

<sup>11</sup> World Bank Data 2019, Indicator: Unemployment, male (percent of male labor force). Unemployment, female ( percent of female labor force)

<sup>12</sup> Namibia Statistics Agency, The Namibia Labour Force Survey 2018 Report.

<sup>13</sup> World Bank, Informal Economy Database, 2021.

<sup>14</sup> CPD Namibia 2019-2023.

<sup>15</sup> Transparency International, Corruption Perceptions Index 2020.

<sup>16</sup> 2020 Ibrahim Index of African Governance.

<sup>17</sup> Reporters Without Borders, 2021 World Press Freedom Index. <https://rsf.org/en/ranking>

and human rights and inclusion. Some of the key challenges identified for governance and service delivery were centralized decision-making, inadequate availability of relevant data, and limited citizen engagement. Also limited capacity of oversight institutions, accountability systems and policies have contributed to a perception of increasing corruption.

Inequalities. Although the income inequality index (Gini) has been steadily declining since 2003, it still remains high at 59.1 in 2015, making Namibia one of the most unequal countries in the world.<sup>18</sup> Government is examining the feasibility of implementing a universal basic income grant, but this is challenging given the current limited fiscal space considering the economic recession. The government is committed to reduce the Gini coefficient to 0.30 by 2030.<sup>19</sup> Along with income inequality, wealth distribution and inequalities exist in the available opportunities, between women and men, urban and rural areas, and different groups within the population. The historical biases that have skewed the provision of opportunities have negatively affected various segments of society.<sup>20</sup> Namibia has a Gender Inequality Index (GII) value of 0.440, ranking it 106 out of 162 countries.<sup>21</sup> In Namibia, 37 percent of parliamentary seats are held by women. Women remain disadvantaged in education, as 40.6 percent of adult women have reached at least a secondary level of education compared to 42 percent of their male counterparts as well is in the labour market where female participation is 56.1 percent compared to 63.3 for men.<sup>22</sup> Average years of schooling is higher for women (7.3 years) than for men (6.7 years), which is higher than that of sub-Saharan Africa but relative low compared to Botswana and South Africa. Despite notable achievements in gender, gender-based inequalities persist in multiple dimensions, including gender-based violence and violence against children; economic inequalities; inequalities in local representation; and unequal access to land rights.

Environment. Namibia is one of the driest countries in sub-Saharan Africa, with high climatic variability due to unpredictable rainfall, translating into a fragile ecosystem that is vulnerable to shocks. The country faces persistent droughts and recurring floods in the north; desertification in the central, southwest and eastern regions; forest fires throughout the country; and sporadic disease outbreaks (such as cholera and hepatitis E). Namibia has been experiencing one of the worst droughts, which was declared a national disaster by the president in May 2019.<sup>24</sup> Droughts have severe impact in terms of total people affected and total cost of damage, estimating around 2 million affected people and costing the country around \$175 million per year.<sup>25</sup> It also affected many sectors, especially agriculture, and severely impacted the survival of wildlife. Land degradation represents another pressing challenge for Namibia, which cost the government an estimated \$USD 1.6 billion, equal to 19 percent of the country's GDP.<sup>26</sup> The carbon dioxide emissions per capita in 2018 were at 1.7 tons.<sup>27</sup> Fossil fuel energy consumption constitutes 66.7 percent of the total energy consumption.<sup>28</sup> Despite these challenges, there have been notable efforts of conservation, with 44 percent of the land under conservation management.<sup>29</sup> Yet utilization of other natural resources remains unsustainable owing to high demand; expansion of mining; and increased volumes of waste and pollution

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<sup>18</sup> World Bank Data, Gini Index.

<sup>19</sup> Namibia Vision 2030.

<sup>20</sup> Ibid.

<sup>21</sup> Namibia Human Development Report 2020.

<sup>22</sup> UNDP Human Development Report 2020.

<sup>23</sup> Namibia Human Development Report 2020.

<sup>24</sup> Southern Africa: Drought 2018-2022, Reliefweb.

<sup>25</sup> Climate Risk Country Profile Namibia 2021, World Bank.

<sup>26</sup> United Nations Convention to Combat Desertification, Namibia Country Profile 2018.

<sup>27</sup> World Bank Data, CO2 Emissions.

<sup>28</sup> ILO data 2020. <https://ilostat.ilo.org>

<sup>29</sup> Namibia Fifth National Development Plan.

in ecologically sensitive areas. Illegal wildlife trade and human/wildlife conflict also threaten environmental sustainability. Weak institutional capacity and inadequate coordination among institutions – evidenced by limited implementation and enforcement of legislation and compliance with environmental regulations – remain critical challenges.

SDGs progress. Namibia ranks 116th out of 165 countries on overall progress towards achieving the Sustainable Development Goals (SDGs); two goals were achieved, six are in progress, and two (poverty and sustainable cities) are regressing.<sup>30</sup> While Namibia ratified most of the international human rights conventions and treaties and has a robust legal framework for human rights, implementation and reporting remain inadequate. The universal periodic review recommended ratification of main international human rights treaties that are still pending, cooperation with human rights mechanisms, mechanisms to monitor the implementation and verification of reviews, promotion of gender equality and fight gender discrimination, and effective measures to combat discrimination towards vulnerable groups.<sup>31</sup>

COVID-19. First cases of COVID-19 in Namibia were registered in March 2020, and the government implemented a national lockdown in the following month. During the crisis, the economy contracted by 11 percent in 2020 according to the National Statistical Agency (NSA).<sup>32</sup> Significant impact was recorded in the tourism sector with 96.5 percent of tourism businesses adversely affected, and manufacturing and construction sector contracted by 9.2 percent and 5.7 percent respectively in 2020.<sup>33</sup> Although the health sector experienced 6 percent increase due to a surge in employment of health workers, serious structural problems persisted, such as initial lack of sufficient staff, capacity and facilities. Education was also considerably impacted, leading to loss of learning for children and lack of access to school feeding programmes. A decrease in HDI is foreseen, driven by major losses in education, health, and income. UNECA estimates show that COVID-19 pandemic is expected to increase poverty levels from 17.2 percent to 19.5 percent.<sup>34</sup>

### **III. UNDP Programme in Namibia**

The Government of the Republic of Namibia and UNDP partnership formalized their cooperation through the standard Basic Assistance Agreement signed on 22 March 1990. Since then, UNDP has been supporting country's transition to independence and programmes of cooperation for advancing the country's aspiration for sustainable human development by improving capacities at the national, regional and local levels.

The current UNDP country programme in Namibia is aligned with the Fifth National Development Plan (NDP 5) which integrates the Sustainable Development Goals under the theme "Working together towards prosperity" (around economic progression, social transformation, environmental sustainability, and good governance) and the United Nations Partnership Framework (UNPAF) 2019-2023. The UNPAF was

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<sup>30</sup> Sustainable Development Report, Namibia. <https://dashboards.sdgindex.org/profiles/namibia>

<sup>31</sup> Namibia Universal Periodic Review 2021 <https://undocs.org/en/A/HRC/48/4>

<sup>32</sup> Socio-economic impact assessment of COVID-19 in Namibia, United Nations Namibia, October 2020.

<sup>33</sup> COVID-19 Socio-economic impact assessment on tourism in Namibia, UNDP.

<sup>34</sup> Best-case scenario of a 3.4 percentage point drop in GDP growth Source: Socio-Economic Impact Assessment of COVID-19 in Namibia <https://namibia.un.org/en/132011-socio-economic-impact-assessment-covid-19-namibia>

developed by the country team in Namibia composed of the Resident Coordinator and 9 resident Agencies and 8 non-resident Agencies in coordination with the Ministry of Planning.

CPD is focused around three key pillars/outcome areas: Sustainable, Inclusive and Green Growth (outcome 2); and Improved governance for accountable, responsive institutions and civic engagement (outcome 1 and 3). The programme was designed to support to address persistent poverty, inequality and vulnerability, especially in rural areas, the country programme will use three complementary and integrated pathways: a) diversified employment, pro-poor income and sustainable livelihoods for women, youth, persons with disabilities and marginalized population (SP signature solutions 1&6); b) sustainable environmental management and enhanced resilience to shocks and crises (SP signature solutions 3, 4, 5&6); and c) effective, accountable and inclusive governance, through promoting civic engagement and ensuring respect for human rights and rule of law. The largest investment of the CO is under outcome 2.

Sustainable, Inclusive and Green Growth. UNDP works to diversify employment, pro-poor income and sustainable livelihoods for women, youth, persons with disabilities and marginalized population and to strengthen the institutional frameworks for inclusive growth strategies. Under this pillar UNDP also focuses on sustainable environmental management and increased resilience to shocks and crises. This growth path is underpinned by investments in environment, sustainable natural resource management, climate change adaptation, and disaster risk reduction and management, to build economic, social and environmental resilience.

Improved governance for accountable, responsive institutions and civic engagement. UNDP is working to strengthen capacity of the Office of the Ombudsperson for general compliance with the review, and to monitor the National Human Rights Action Plan, 2015-2019 aiming to achieve effective, accountable and inclusive governance, promoting civic engagement, respect for human rights, rule of law; improving accountability and oversight systems and processes; strengthening evidence driven and inclusive decision making; strengthening decentralized structures and local governance stems; and empowering and vibrant civil society, active civic engagement and partnership with think tanks.

The UNPAF and UNDP country programme outputs and indicative resources against these pillars are summarized in table 1 below.

<b>Table 1: UNPAF and UNDP Country Programme Outputs and indicative resources (2019-2022/23)</b>			
<b>United Nations Partnership Framework and UNDP country programme outcomes and outputs</b>	<b>Planned resources (US\$ thousand 2019-2023)</b>	<b>Budget (US\$ thousands) 2019-2022<sup>35</sup></b>	<b>Expenditure (US\$ thousands) 2019-2022<sup>36</sup></b>
<b>UNPAF Outcome 1: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups.</b>  <i>Output 1.1. Innovative measures in place to increase 'vulnerable/disadvantaged' women, youth, persons with disabilities (PWDs) and marginalized groups' empowerment and participation in economic development processes (MITSMED).</i>	Regular: 500 Other: 3,689		

<sup>35</sup> Draft final financial figures will be available by March 2022.

<sup>36</sup> Ibid.

**Table 1: UNPAF and UNDP Country Programme Outputs and indicative resources (2019-2022/23)**

United Nations Partnership Framework and UNDP country programme outcomes and outputs	Planned resources (US\$ thousand 2019-2023)	Budget (US\$ thousands) 2019-2022 <sup>35</sup>	Expenditure (US\$ thousands) 2019-2022 <sup>36</sup>
<p><i>Output 1.2. (SDG 1, target 1b). By 2023, MITSMED, MOF, MPESW, MGECSW and other Governing Council members enabled to create and implement innovative pro-poor and gender-responsive development policy frameworks and programmes for poverty eradication</i></p> <p><i>Output 1.3. National institutions in charge of economic diversification (MITSMED) have the capacity to promote local content development and value addition to national resources</i></p>		819	558
<b>Total outcome 1</b>	<b>4,186</b>	<b>819</b>	<b>558</b>
<p><b>UNPAF Outcome 2. By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management).</b></p> <p><i>Output 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.</i></p> <p><i>Output 2.2. Scaled-up integrated and innovative action on climate change adaptation and mitigation across priority sectors that is funded and implemented.</i></p> <p><i>Output 2.3. Inclusive and sustainable solutions adopted by renewable energy technology suppliers and industries to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)</i></p>	Regular: 500 Other: 45,000	8,198	4,779
<b>Total Outcome 2</b>	<b>45,500</b>	<b>8,198</b>	<b>4,779</b>
<p><b>UNPAF Outcome 3. By 2023, government institutions at national and regional levels are accountable and transparent, engaging citizens in participatory decision-making processes</b></p> <p><i>Output 3.1. Government institutions (e.g., ACC, Parliament, Office of the Prime Minister (OPM), Office of the Ombudsperson, Ministry of Justice (MOJ) at national and regional levels enabled to perform core functions for improved accountability, participation, representation, and reporting</i></p>	Regular: 946 Other: 3,612	572	412



<b>Table 1: UNPAF and UNDP Country Programme Outputs and indicative resources (2019-2022/23)</b>			
<b>United Nations Partnership Framework and UNDP country programme outcomes and outputs</b>	<b>Planned resources (US\$ thousand 2019-2023)</b>	<b>Budget (US\$ thousands) 2019-2022<sup>35</sup></b>	<b>Expenditure (US\$ thousands) 2019-2022<sup>36</sup></b>
<i>Output 3.2. Capacities developed across the whole of Government to integrate the 2030 Agenda, especially gender equality, into development plans and budgets</i>			
<b>Total outcome 3</b>	<b>4,558</b>	<b>572</b>	<b>412</b>
<b>Grand total</b>	<b>54,244</b>	<b>9,589</b>	<b>5,749</b>

Source: UNDP Namibia Country Programme Document 2019-2023 and UNDP PowerBI extraction date January 2022

Main donors contributing to the UNDP programme are the GEF, Government of Japan and Government of Germany and Government of Namibia.

The 2018 ICPE Namibia found that the programme contributed to policy development, awareness-creation, and testing and proving of pilots and models. Environment and energy were more effective in achieving results, while interventions on poverty reduction, gender equality and democratic governance reduced their size and scope, affecting thus their perceived relevance. The evaluation also found management related issues like unrealistic targets, inadequate stakeholder engagement and limited use of strategic partnerships. Key recommendations were around continued support for institutional capacity development, particularly in the priority area of poverty eradication and the need for in-depth casual analysis for ensuring sustainability. Also, it was recommended to ensure more responsive and aligned human resource strategies and to explore strategic partnerships with relevant stakeholders to optimize resources and maximize results.

#### **IV. Scope of the evaluation**

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2019-2023) while taking into account interventions which may have started in the previous programme cycle (2014-2018) but continued or concluded in the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDP's activities in the country and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, joint funds etc. Efforts will also be made to capture the role and contribution of UNV, UNCDF, if any, through undertaking joint work with UNDP.

The evaluation will also assess the status of implementation of the recommendation of ICPE Namibia 2018 seeking to find progress, results and impact of these recommendations.

#### **V. Key evaluation questions and guiding principles**

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>37</sup> The ICPE will address the following four main evaluation questions.<sup>38</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To that extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to address persistent poverty, inequality and vulnerability, especially in rural areas, using three complementary and integrated pathways: (a) diversified employment, pro-poor income and sustainable livelihoods for girls and women, youth, persons with disabilities and marginalized populations; (b) sustainable environmental management and increased resilience to shocks and crises; and (c) effective, accountable and inclusive governance, promoting civic engagement and ensuring respect for human rights and the rule of law. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context in Namibia and respond to national development needs and priorities will also be looked at. The evaluation will assess intended results (as defined in Namibia CPD) on girls and women and youth, the marginalized, and people living with disabilities, especially in biodiversity-rich, sensitive and disaster-prone areas and wildlife corridors planned. The evaluation will use CPD monitoring data which were projected to be disaggregated by gender, location, age, disability and socio-economic status and using the rights-based approach.

The effectiveness of UNDP's country programme will be analysed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified. Specific attention will be paid to assess the integration in the design and implementation of the CPD of UNDP's girls and women empowerment and LNOB principles, and UNDP contribution to reducing inequalities and exclusion, and furthering gender equality and girls and women's empowerment. Among the three key CPD Outcomes which will be reviewed as planned, to the extent possible, the evaluation team will assess UNDP efforts towards strengthening the environment for civic engagement and poverty reduction in Namibia.

Evaluation question 3 will examine UNDP's support to COVID-19 preparedness, response and recovery at the country level. This will include an assessment of the relevance and effectiveness of the support to the needs of partner countries; its alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and protecting longer-term social and economic development, especially for girls and women, persons with disabilities and vulnerable groups. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis and dialogue with partners, the efficient use

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<sup>37</sup> <http://www.uneval.org/document/detail/1914>

<sup>38</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of overall results in the country will be examined in response to evaluation question 4. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan<sup>39</sup>, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. The evaluation will also assess the results related with the implementation of the previous ICPE's recommendations.

## **VI. Approach and Methodology**

**Assessment of existing data and data collection constraints:** The assessment indicates that there were 7 decentralized project evaluations undertaken during the CPD since 2017 covering outcome 1. The CO is currently undertaking a Mid-Term Review (MTR) of the current CPD which will be completed in the first quarter of 2022. All these decentralized evaluations will serve as important inputs into the ICPE. In addition, all project documentation, progress reports, annual reports and self-reported assessment will be taken into consideration. The CO also has completed 2 Audits (one follow-up Audit and one Country Office) since June 2017. The results of the Audit will be utilised to complement analysis related to adequacy and effectiveness of governance, risk management and operations.

With respect to indicators, the CPD outcomes are supported by 11 outcome indicators and outputs are supported by output indicators, most of them accompanied with baselines and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified and, in many cases, the evaluation's ability to measure progress against these indicators will depend on national statistics. Most of outcome and output indicators of Namibia CPD are disaggregated by gender. When disaggregated data are missing, the evaluation team will seek for secondary sources and complement to the extent possible with national and UN organisations' data which are disaggregated by gender.

It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

**Data collection methods:** The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN

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<sup>39</sup> These principles include national ownership and capacity; human rights-based approach; sustainable human development; gender equality and girls and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

If possible, field missions will be conducted virtually with the help of national level consultants or institutions. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. The ICPE will cover all outcome areas. The coverage will include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

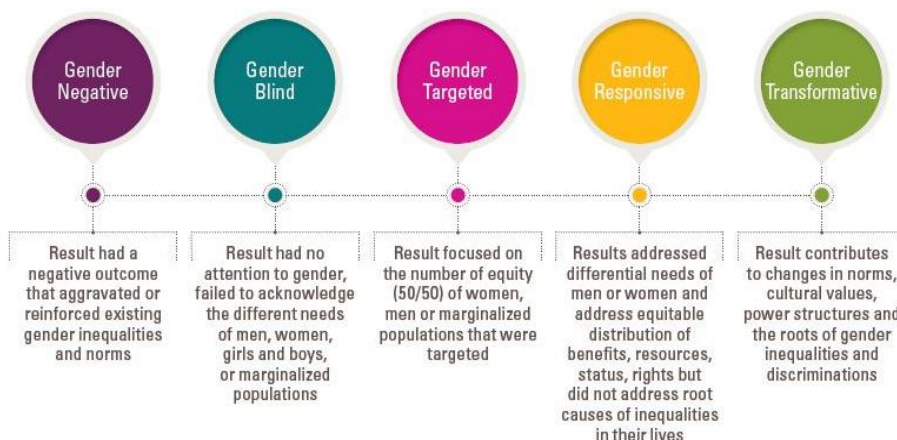
The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

The evaluation process and analysis will apply the key principles of a human rights-based approach: inclusive, participatory, ensure fair power relations, and transparent; and analyse (to the extent possible) the underlying structural barriers and sociocultural norms that impede the realization of girls and women's rights.

Gender, vulnerable groups, disability issues, and/or human rights will also be assessed to the extent possible with these specific questions:

1. Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality?<sup>40</sup>
2. Have results been beneficial for girls and women and have contributed to enhancing the processes for gender equality and girls and women's empowerment?

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Namibia programmes and operations. The level of sustainability of the gender standards achieved and confirmed by the Office's certification with the Gender Equality Seal will be assessed. Gender disaggregated data will be collected, where available, and assessed



<sup>40</sup> Other sub questions would include: 1. Did UNDP prioritize support for LNOB? Where issues of those who are at risk of being left behind factored into programme design and implementation? 2. What was the contribution to addressing issues of those who are at risk of being left behind? Did UNDP effectively respond to national priorities and pay adequate attention to promoting gender equality and girls and women's empowerment in development? 3. Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and populations? 4. Did UNDP establish partnerships to enhance contribution to gender equality and girls and women's empowerment in development?

against its programme outcomes.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker<sup>41</sup> in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see figure below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

The evaluation shall be conducted in accordance with the principles outlined in UNEG 'Ethical Guidelines for Evaluation' including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

**Validation:** The evaluation will triangulate information collected from different sources and/or by different methods to enhance the validity of findings.

**Stakeholder involvement:** A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes.

The evaluation sampling frame will be designed as such as to address the diversity of stakeholders affected by the intervention, particularly the most vulnerable and girls and women.

This stakeholder analysis will assess the roles and responsibility of various parties involved in the interventions, to examine any potential partnerships that could further improve UNDP's contribution to the country and to identify key informants for interviews during the main data collection phase of the evaluation.

**ICPE rating system:** The IEO has developed and piloted a rating system for the ICPEs in 2021. Once finalized, the rating system will be applied to all ICPEs conducted in 2022. The rating system has five performance criteria: relevance, coherence, effectiveness, efficiency and sustainability. Ratings are awarded to each of the CPD outputs, which will then be aggregated to the CPD outcomes.

## **VII. Management arrangements**

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP Namibia Country Office, the Regional Bureau for Africa, and the Government of Namibia. IEO Evaluator will lead the evaluation and coordinate the evaluation team. IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Namibia:** The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g., arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). If

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<sup>41</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

travel is not possible due to COVID pandemic, the CO will support IEO to coordinate these virtually. To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

**UNDP Regional Bureau for Africa:** RBA will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- Lead Evaluator (LE): IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports.
- Consultant(s)/ national research institution/ think tanks: IEO will recruit one international and one national consultant and also explore the possibility of engaging with a national research institution/ think tank who will support the ICPE and be responsible for their designated outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.
- Research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis.

## **VIII. Evaluation Process**

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** The IEO prepares the ToR and the evaluation design. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues in a detailed evaluation design matrix. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Zoom, Teams etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the interviewing phase of the data collection will be identified.

**Phase 3: Data collection.** During this phase, the evaluation team will engage in data collection activities. Given the current travel limitations due to COVID most of the data collections and interviews will be undertaken virtually. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries during this stage. To supplement the virtual data

collection, the ICPE team will consider contracting a national consultant and also explore the possibility of engaging with a national research institution/ think tank to support the ICPE.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to draft the ICPE report. The draft will first be subject to peer review by IEO and its external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Namibia country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be discussed at a final debriefing where the results of the evaluation and the management response are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

**Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board for its approval of a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The Namibia country office and the Government of Namibia will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>42</sup> as well as in the Evaluation Resource Centre. The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>43</sup>

## IX. Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively<sup>44</sup> as follows in Table 3:

<b>Table 3: Tentative timeframe for the ICPE process</b>		
<i>Activity</i>	<i>Responsible party</i>	<i>Proposed timeframe</i>
<b>Phase 1: Preparatory work</b>		
TOR completed and approved by IEO Deputy Director	LE/RA	Jan 2022
Selection of consultant team members	LE/RA	Feb 2022
<b>Phase 2: Desk analysis</b>		
Advance questionnaires to the CO	LE/RA/CO	Feb-Mar 2022
Preliminary desk review of reference material	Evaluation team	Feb-Apr 2022
Preliminary country analysis paper	Consultant(s)	May 2022
<b>Phase 3: Data collection</b>		
Evaluation data collection, stakeholder interviews, field visits, etc.	LE/RA/Consultant(s)	May-Jun 2022

<sup>42</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>43</sup> [erc.undp.org](http://erc.undp.org)

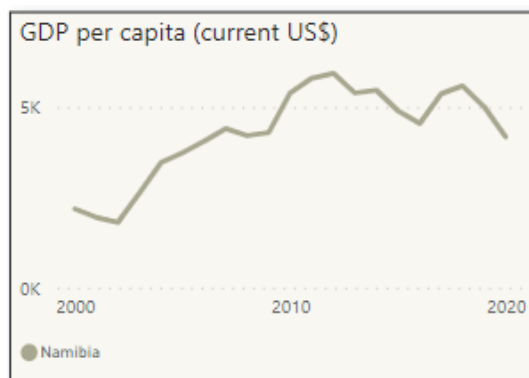
<sup>44</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis of data and submission of final Outcome Analysis Papers	LE/RA/Consultant(s)	Jun-July 2022
Synthesis and report writing	LE/RA/Consultant(s)	July-Aug 2022
Zero draft for IEO internal peer review /External Reviewer comments	LE	Aug-Sep 2022
First draft to CO/RBA for comments	LE/CO/RBA	Sep 2022
Second draft shared with the Government and national stakeholders	LE/CO/GOV	Oct 2022
Draft management response	CO	Oct 2022
Stakeholder debriefing via videoconference	IEO/CO/RBA	Nov-Dec 2022
<b>Phase 5: Publication and dissemination</b>		
Editing and formatting	IEO	Jan 2023
Final report and evaluation brief	IEO	Jan-Feb 2023
Dissemination of the final report	IEO	Feb 2023

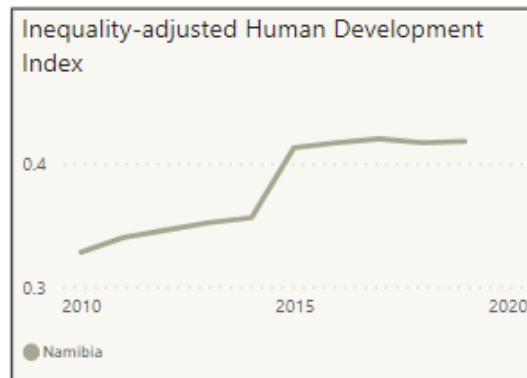


## ANNEX 2. COUNTRY AT A GLANCE

### Poverty



Source: UNSTAT



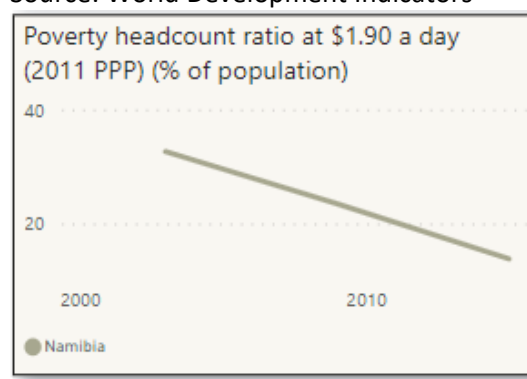
Source: World Development Indicators



Source: World Development Indicators



Source: UNSTAT

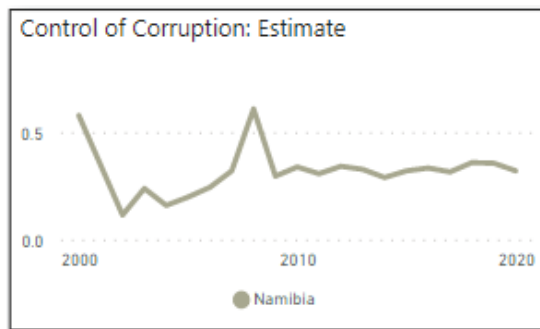


Source: UNSTAT

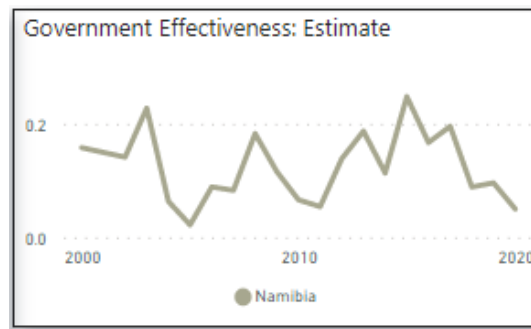


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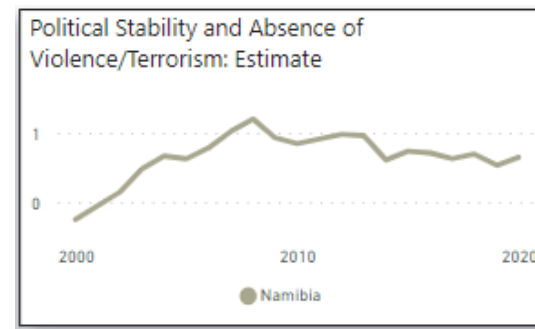
### Governance



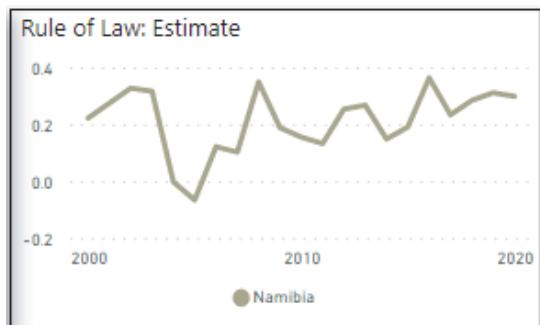
Source: Worldwide Governance Indicators



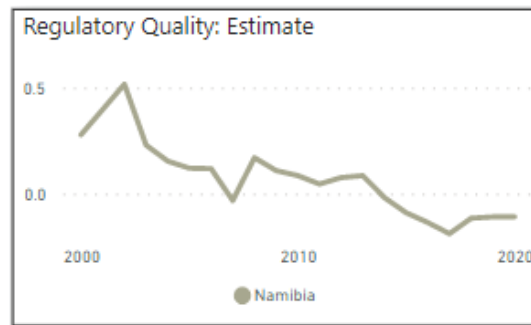
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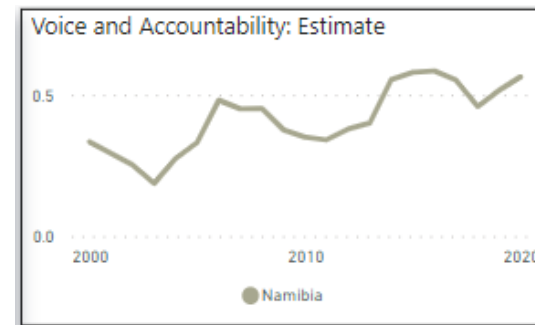
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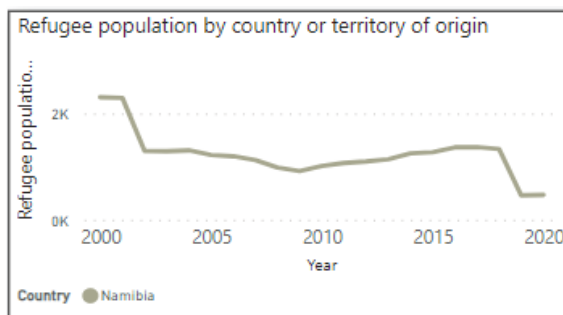


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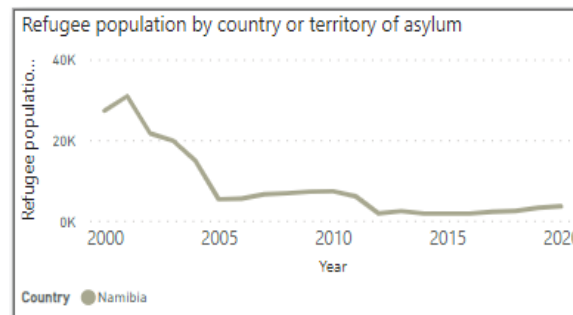


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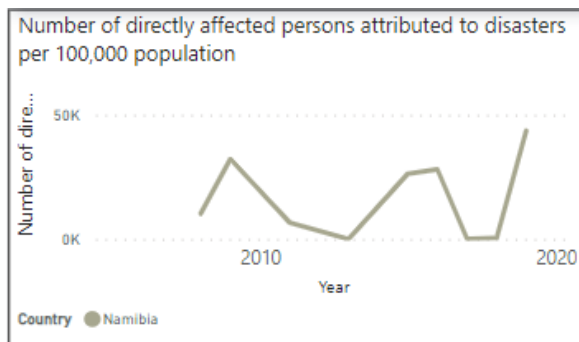
## Resilience



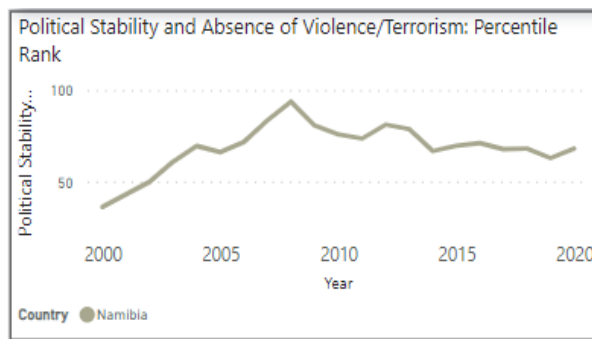
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Source: UNSTAT

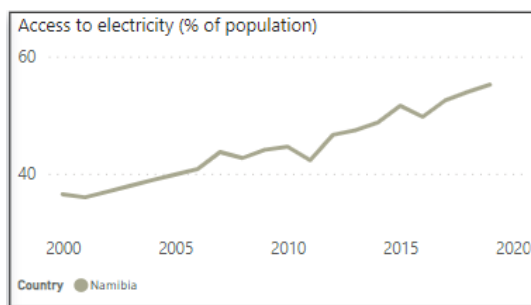


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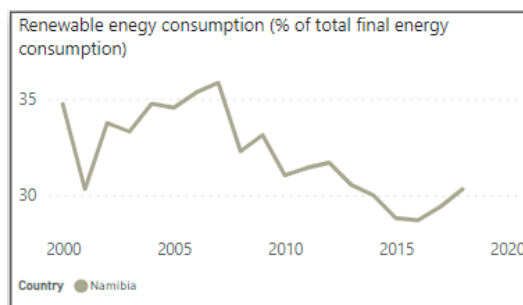


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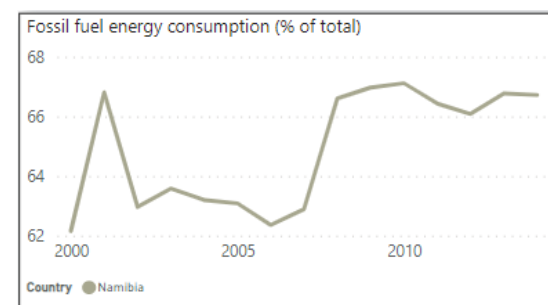
## Energy



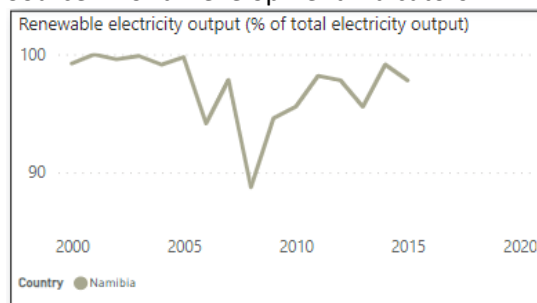
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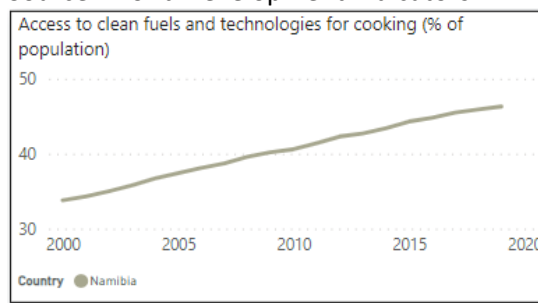
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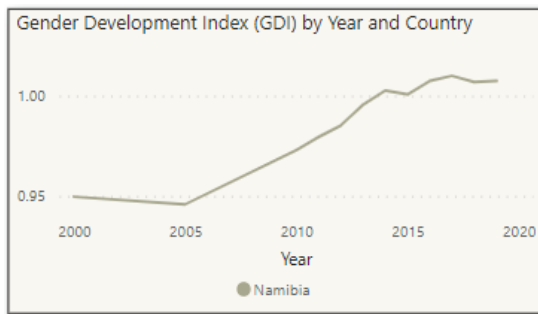


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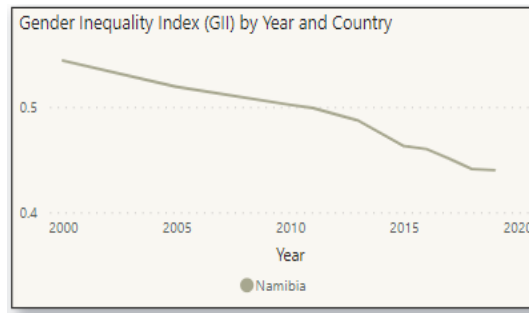


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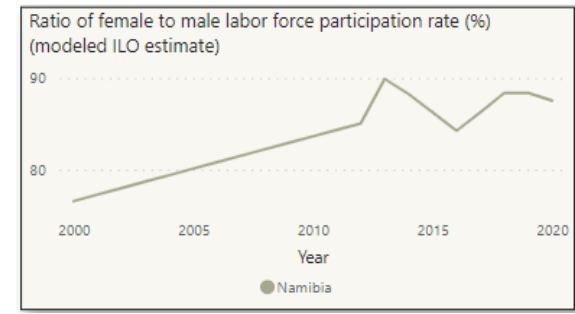
## Gender



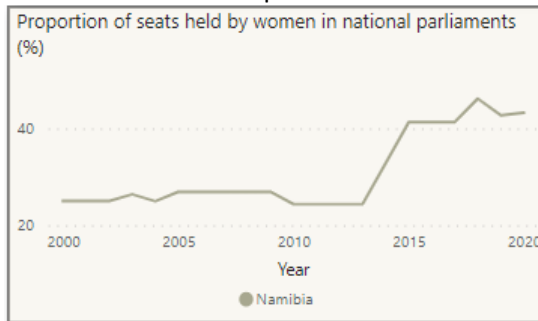
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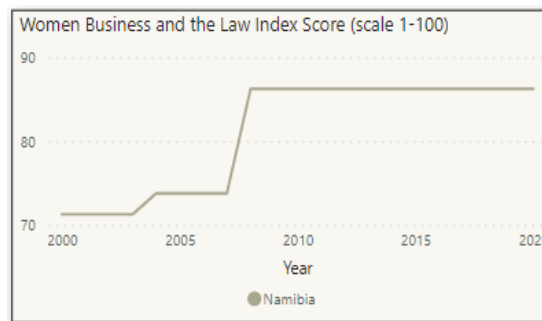
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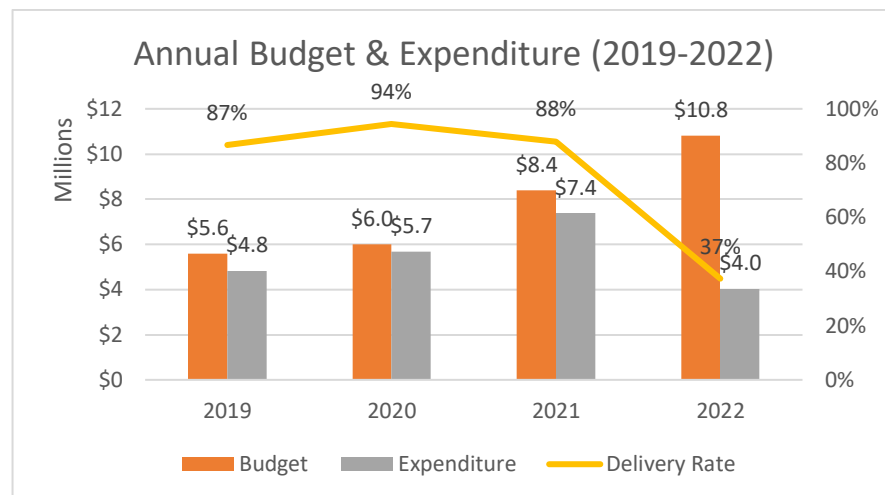


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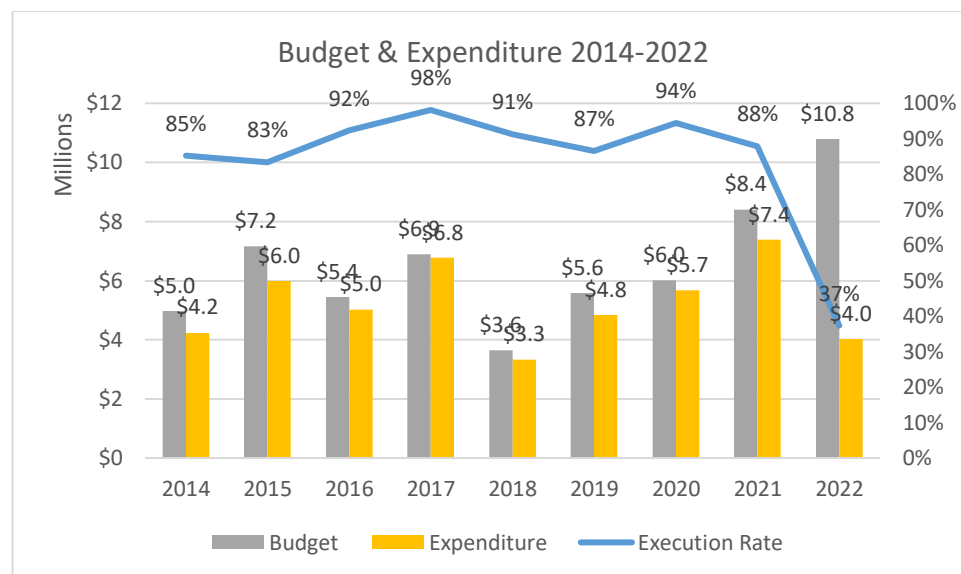


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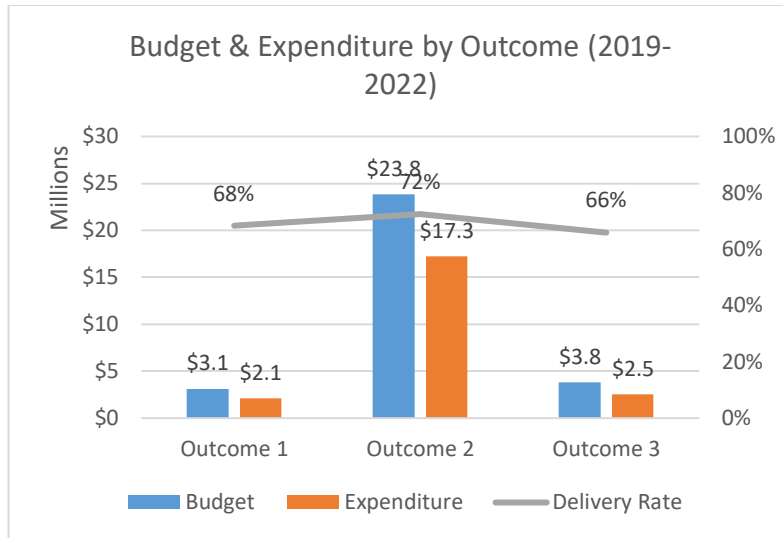
## ANNEX 3: COUNTRY OFFICE AT A GLANCE



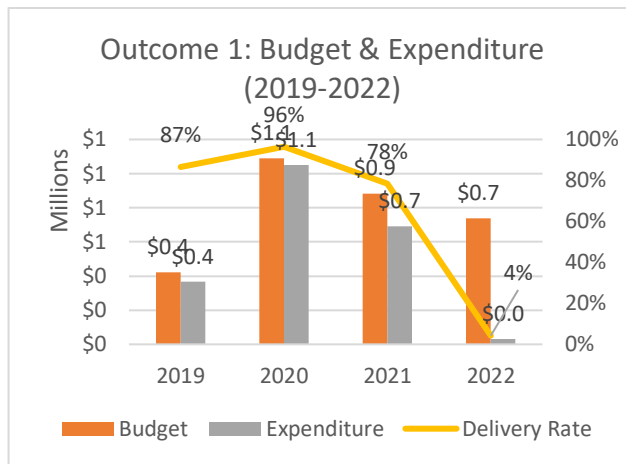
Source: Atlas Project data, Power BI, July 2022



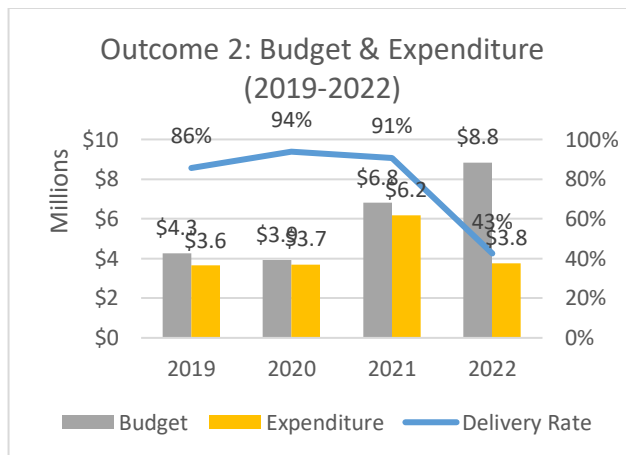
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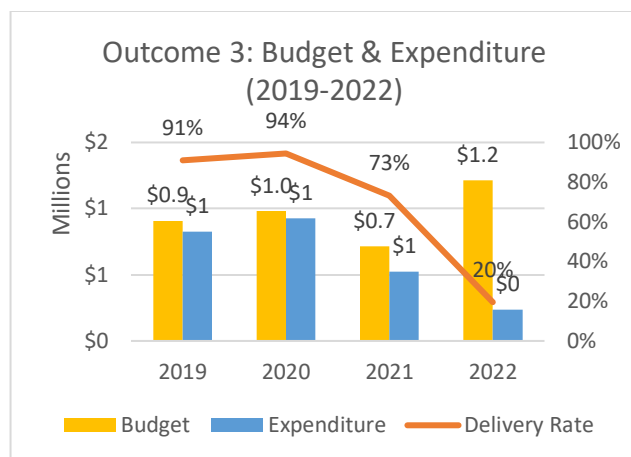
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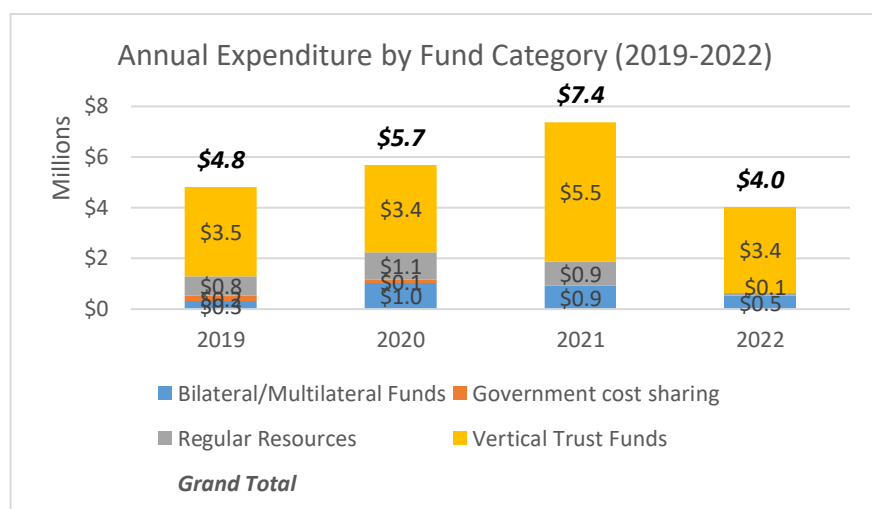
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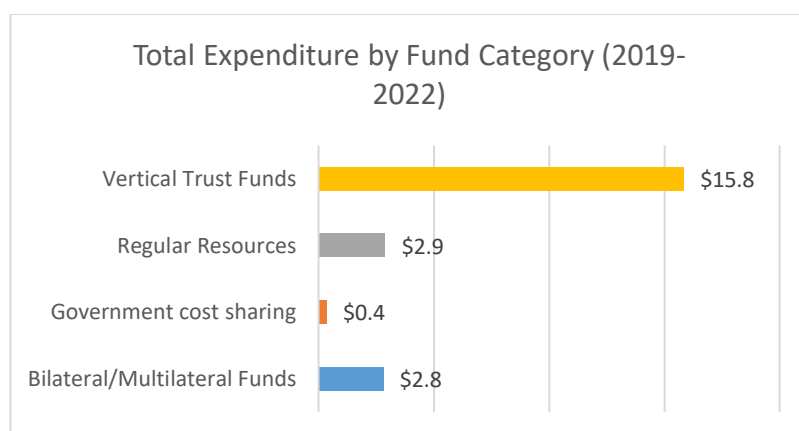
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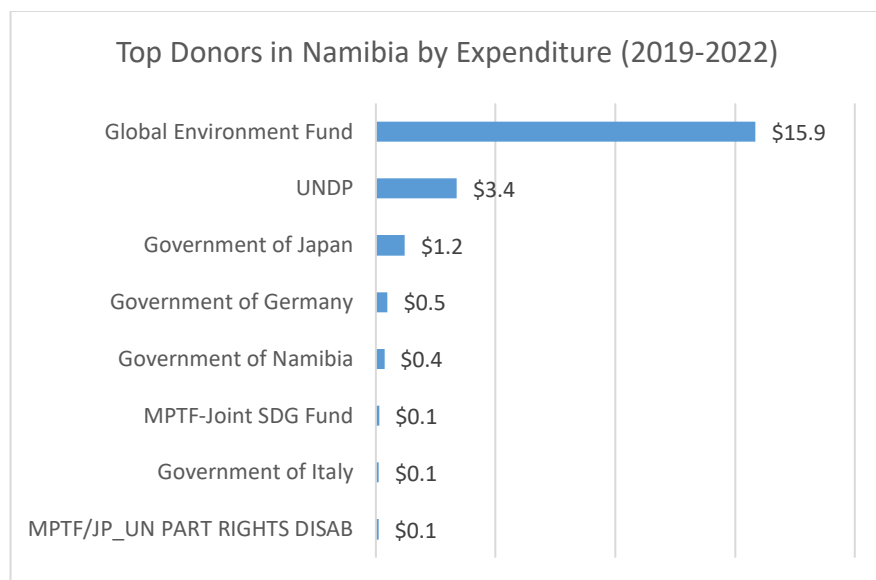
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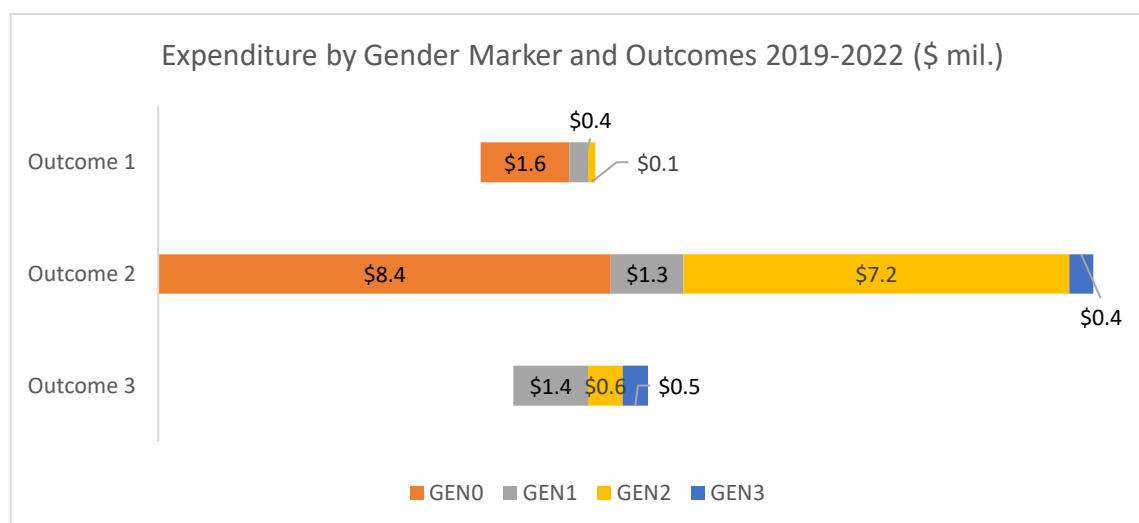
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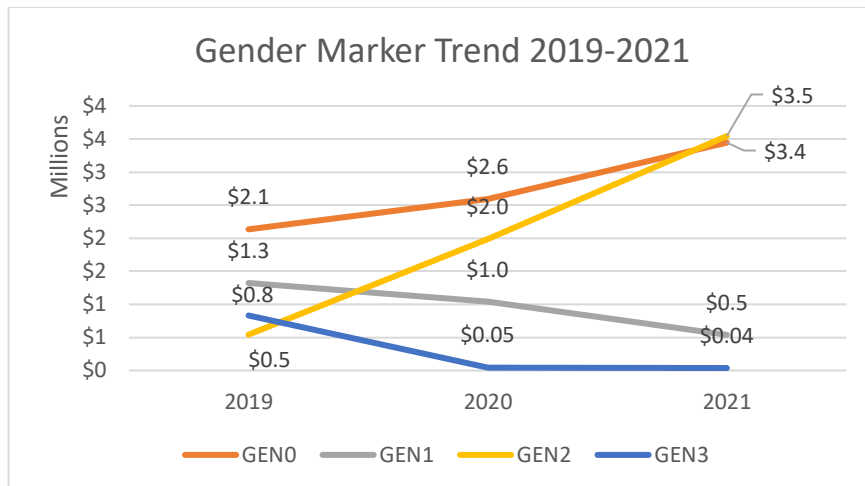


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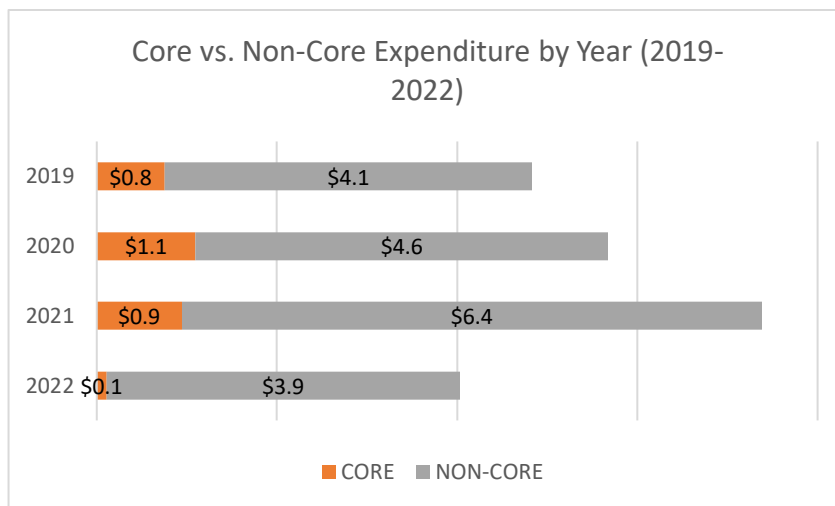


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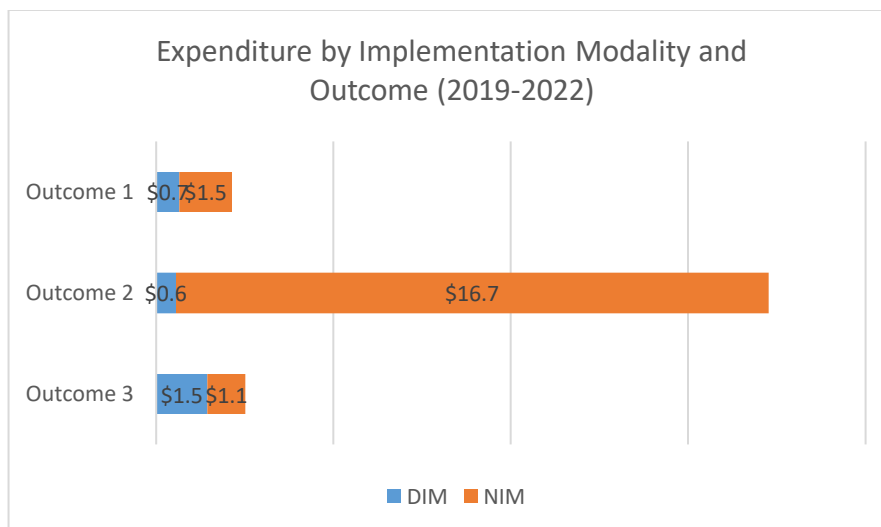




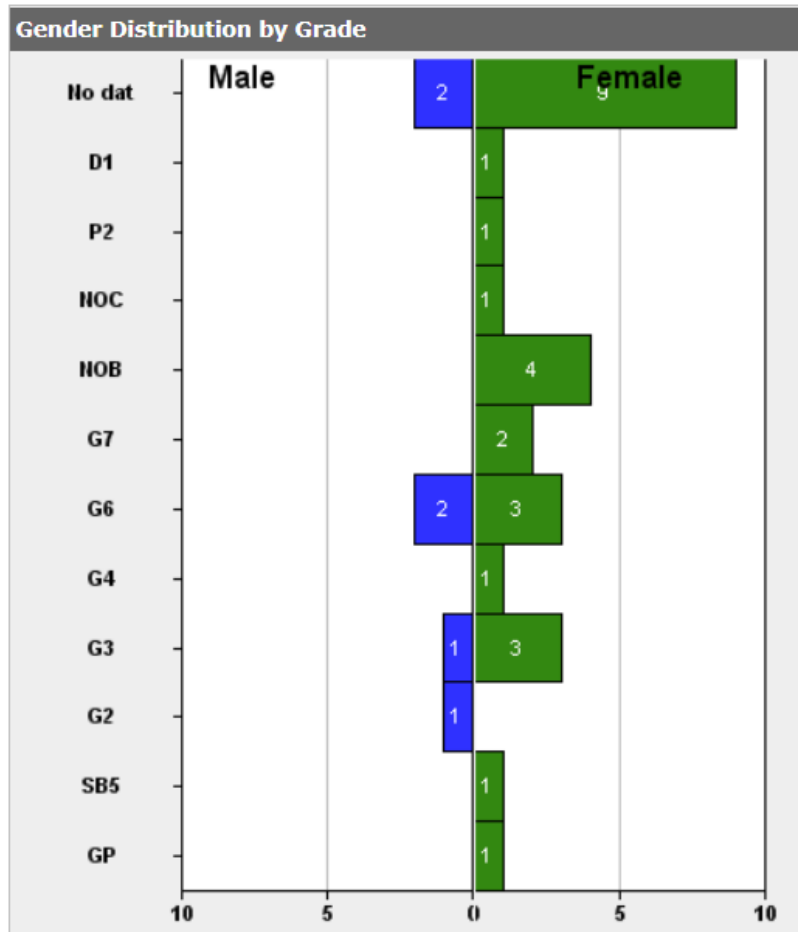
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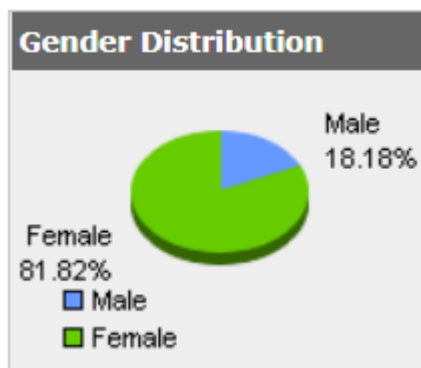
Source: Atlas Project data, Power BI, July 2022



Source: Executive Snapshot, Human Resources Overview, August 2022



Source: Executive Snapshot, Human Resources Overview, August 2022



## ANNEX 4. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2019-2022 Budget	2019-2022 Expenditure	IMP Modality	Gender Marker
Outcome 1: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups.									
00115168	Enhancing Entrepreneurship Development in Namibia	00112894	EMPRETEC Namibia Pilot Project	2019	2022	\$351,830	\$352,050	NIM	GEN1
00115168	Enhancing Entrepreneurship Development in Namibia	00115156	Corporate Social Impact INVEST	2019	2022	\$1,391,033	\$1,122,130	NIM	GEN0
00115168	Enhancing Entrepreneurship Development in Namibia	00121026	COVID-19 Socio-Economic Impact	2019	2022	\$543,249	\$523,702	DIM	GEN0
00115168	Enhancing Entrepreneurship Development in Namibia	00131464	AfCFTA women and youth in trad	2019	2022	\$700,000	\$7,193	NIM	
00116334	Promote Access to Services for Persons with Disabilities	00113545	UNCRPD Promote Access	2018	2022	\$146,059	\$134,033	DIM	GEN2
Sub Total Outcome 1						\$3,132,172	\$2,139,108		
Outcome 2: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management).									
00082143	Sustainable Management of Namibia's Forested Lands (NAFO	00091179	Sustainable Managemnt of Nami	2014	2020	\$908,744	\$829,603	NIM	GEN1
00083204	Scaling up community resilience to climate variability	00091803	Scaling up community resilience	2014	2020	\$448,568	\$447,133	NIM	GEN3
00086259	Environmental Governance for Sustainable Mining govern	00093554	Mining governance	2014	2023	\$161,490	\$96,427	DIM	GEN1
00095934	Namibia’s Fourth National Communication (NC4)	00099964	Namibia’s Fourth National Comm	2016	2020	\$291,843	\$226,489	NIM	GEN0
00097898	PIMS 5313 Improving Ocean Governance and Integrated Mgt	00101449	BCLME Inclusive Sustainable De	2016	2022	\$10,284,540	\$8,201,905	NIM	GEN0
00104370	Namibia’s Third Biennial Update Report	00105970	Namibia’s Third Biennial Update	2017	2019	\$111,600	\$110,908	NIM	GEN1
00108455	Namibia Integrated Landscape Approach for enhancing Live	00108281	Initiation Plan for Integrated	2018	2019	\$148,739	\$88,936	DIM	GEN2
00118575	Namibia Integrated Landscape Approach	00115337	Namibia Interg Landscape Appr	2019	2025	\$5,933,801	\$4,871,221	NIM	GEN2
00119776	Namibia’s Fourth Biennial Update Report	00116152	Fourth Biennial Update Report	2019	2021	\$432,319	\$336,600	NIM	GEN2

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2019-2022 Budget	2019-2022 Expenditure	IMP Modality	Gender Marker
00119990	Proactive Management of Human Wildlife Conflict & Crime	00116338	Project Initiation Plan	2019	2021	\$175,000	\$165,332	DIM	GEN2
00121666	Namibia Capacity Building Initiative for Transparency	00117598	Project Initiation Plan	2019	2021	\$56,000	\$51,245	DIM	GEN2
00123453	Sustainable Environmental MGT and Enhanced Resilience	00118675	Sustainable Environmental MGT	2020	2023	\$261,000	\$185,313	NIM	GEN2
00123453	Sustainable Environmental MGT and Enhanced Resilience	00120919	Namibia Climate Promise	2020	2023	\$287,721	\$215,695	NIM	GEN1
00123453	Sustainable Environmental MGT and Enhanced Resilience	00120921	COVID-19 Waste- Tourism MGT	2020	2023	\$90,000	\$92,754	NIM	GEN1
00123453	Sustainable Environmental MGT and Enhanced Resilience	00130635	JSP Carbon Markets Climate Pro	2020	2023	\$1,003,042	\$28,948	NIM	
00125916	Namibia Capacity Building Initiative for Transparency	00120120	Enhanced Transparency System	2020	2024	\$901,483	\$445,884	NIM	GEN2
00126450	Management of Human Wildlife Conflict & Crime	00120509	Human Wildlife Conflict &Crime	2020	2027	\$787,078	\$21,671	NIM	
00128662	CUVKUN Water Security & Community Resilience Building	00122589	CUVKUN Water Security and Com	2021	2022	\$300,072	\$154,380	DIM	GEN2
00129047	Resilient Informal Food Systems	00122857	Namibia food systems	2021	2022	\$1,256,872	\$696,510	NIM	GEN2
Sub Total Outcome 2						\$23,839,911	\$17,266,955		
Outcome 3: By 2023, government institutions at national and regional levels are accountable and transparent, engaging citizens in participatory decision-making processes									
00094334	Support to Poverty Eradication	00098450	Support to Poverty Eradication	2016	2022	\$24,001	\$23,141	DIM	GEN2
00116728	Support to Inclusive Governance	00113733	Responsive and Inclusive INST	2019	2023	\$175,500	\$97,915	NIM	GEN1
00116728	Support to Inclusive Governance	00113734	Integration of 2030 Agenda	2019	2023	\$583,224	\$483,475	NIM	GEN3
00118230	Improving Hepatitis E Response Namibia	00115151	Improved Hepatitis E Response	2019	2021	\$505,342	\$482,326	NIM	GEN2
00118230	Improving Hepatitis E Response Namibia	00115458	COVID-19 Response and Recovery	2019	2021	\$420,000	\$404,181	DIM	GEN1
00119380	Accelerator Lab Namibia	00115872	Accelerator Lab - Namibia	2019	2023	\$1,082,535	\$744,627	DIM	GEN1

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2019-2022 Budget	2019-2022 Expenditure	IMP Modality	Gender Marker
00128888	Namibia Pharmaceutical Supply Chains Management	00122732	Namibia Pharmaceutical Supply	2021	2022	\$602,000	\$134,532	DIM	GEN2
00129241	Namibia's Financing Architecture	00122989	SDG Financing Strategy	2020	2023	\$424,755	\$143,728	DIM	GEN1
Sub Total Outcome 3						<b>\$3,817,357</b>	<b>\$2,513,923</b>		
<b>Grand Total</b>						<b>\$30,789,440</b>	<b>\$21,919,986</b>		

**Source:** Data from Atlas Project Data, Power BI as of July 26 2022.

## ANNEX 5. PEOPLE CONSULTED

### Government of Namibia (40)

ABSALOM Johanna, Chief Public Education and Corruption Prevention, Anti-Corruption Commission of Namibia (ACC)

ADETONA David, Director, Ministry of Information, Communication and Technology (MICT)

ASHILI Paulus, Project Lead, SEMER project, Ministry of Environment, Forestry & Tourism (MEFT)

CHIRCHIR Isabella, Deputy Director at Ministry of Mines and Energy, Ministry of Mines and Energy (MME)

CHUNGA Reagan, Project Manager, CBIT project, BUR/NC4 project, Ministry of Environment and Tourism (MEFT)

DEBENCHO Negussie, Senior National Pharmaceutical Policy Coordination Pharmacist, Ministry of Health and Social Services (MHSS)

EITA Chris, Manager External Relations and Networking, City of Windhoek (CoW)

GXABA Thandiwe, BCC Acting Executive Secretary, Project Director and Executive Director for BCLME III, Benguela Current Commission (BCC)

HAMAVINDU Michael, Deputy Director: Information Technology, Ministry of Industrialization and Trade (MIT)

HUMAVINDU Michael, Deputy Director: Information Technology, EMPRETEC/ SDGIF, Ministry of Industrialisation and Trade (MIT)

K UUNONA Silvanus, CUVKUN Project Director, Cuvelai Watercourse Commission (CuveCOM)

KAHUURE Bennett, Project Director for HWC-WC, Ministry of Environment, Forestry and Tourism (MEFT)

KALUNDU James, Manager, City of Windhoek (CoW)

KUFUNA Mercy, Deputy Director, Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW)

LIKANDO Hellen, Deputy Director: Disaster Risk Management, Office of the Prime Minister (OPM)

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## ANNEX 6. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, governmental departments, project management offices and others.

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## ANNEX 7. STATUS OF COUNTRY PROGRAMME OUTCOME & OUTPUT INDICATORS

\*As reported by Namibia Country Office

Indicators		Baseline	Target 2023	Status (Progress/Regression)			Sources	CO Comments
				2019	2020	2021		
CPD Outcome 1: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups.								
Indicator 1.1 Incidence of poverty, by sex of head of household	1.1.1 Incidence of poverty, by sex of head of household	17%	10%	17% (No change)	17% (No change)	No data	Baseline: Namibia Household and Income and Expenditure Survey, NDP5	
	1.1.2 Incidence of poverty of FEMALE head of household	19.2%	10%	19.2% (No change)	19.2% (No change)	No data	Baseline: Namibia Household and Income and Expenditure Survey, NDP5	
	1.1.3 Incidence of poverty of MALE head of household	15.8%	10%	15.8% (No change)	15.8% (No change)	No data	Baseline: Namibia Household and Income and Expenditure Survey, NDP5	
Indicator 1.2 Youth unemployment rate, by sex	1.2.1 Youth unemployment rate, by sex	46.1%	24.2%	46.1% (No change)	46.1% (No change)	No data	Namibia Labour Force Survey	
	1.2.2 Youth unemployment rate, of MALE	37.5%	24.2%	37.5% (No change)	37.5% (No change)	No data	Namibia Labour Force Survey	
	1.2.3 Youth unemployment rate, of FEMALE	49.2%	24.2%	49.2% (No change)	49.2% (No change)	No data	Namibia Labour Force Survey	
Indicator 1.3 Multi-dimensional poverty index (MPI)	1.3.1 Multi-dimensional poverty index [MPI]	45.5	33.3	45.5 (No change)	45.5 (No change)	No data	HDR	
Indicator 1.4 National Unemployment Rate, disaggregated rural/urban and gender	1.4.1 National Unemployment Rate, disaggregated rural/urban and gender	34%	24%	34% (No change)	34% (No change)	No data	The Namibia Labour Force Survey	
	1.4.2 National Unemployment Rate, for RURAL	39.2%	24%	39.2% (No change)	39.2% (No change)	No data	The Namibia Labour Force Survey	



	<b>1.4.3 National Unemployment Rate, for URBAN</b>	30.3%	24%	30.3% (No change)	30.3% (No change)	No data	The Namibia Labour Force Survey	
	<b>1.4.4 National Unemployment Rate, of MALE</b>	29.8%	24%	29.8% (No change)	29.8% (No change)	No data	The Namibia Labour Force Survey	
	<b>1.4.5 National Unemployment Rate, of FEMALE</b>	38.3%	24%	38.3% (No change)	38.3% (No change)	No data	The Namibia Labour Force Survey	
<b>CPD Outcome 2: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management).</b>								
<b>Indicator 2.1</b> Percentage of land under structured Natural Resource management covered)	<b>2.1.1 Percentage of land covered under structured natural resources management</b>	43.7%	45%	43.7% (No change)	43.7% (No change)	No data	NACSO Report	
<b>Indicator 2.2</b> Percentage of degraded land (proportion of land degraded over total land) (UNPAF Indicator)	<b>2.2.1. Percentage of degraded land (proportion of land degraded over total land)</b>	20%	18%	20% (No change)	20% (No change)	No data	MAWF, LDN Report	Based on the recommendations on the LDN Report, UNDP supported government to design the project aiming to promote an integrated landscape management approach in key agricultural and forest landscapes, to reduce poverty through sustainable nature-based livelihoods, protect and restore forests as carbon sinks, and to promote land degradation neutrality, the Namibia Integrated

								Landscape Approach for enhancing Livelihoods and Environmental Governance to eradicate poverty (NILALEG) Project.
<b>Indicator 2.3</b> Annual revenue generated from Protected Areas and CBNRM	<b>2.3.1. Annual revenue generated from Protected Areas and CBNRM (in million NAD)</b>	147,400,000	296,300,000	147400000 (No change)	147400000 (No change)	No data	NDP5, Natural Accounts	
<b>Indicator 2.4</b> Share of renewable energy in the mix	<b>2.4.1. Share of renewable energy in the mix</b>	33%	70%	33% (No change)	33% (No change)	No data	Namibia NDC, NCCSAP AR, NC4, BUR4	
<b>CPD Outcome 3: By 2023, government institutions at national and regional levels are accountable and transparent, engaging citizens in participatory decision-making processes</b>								

Indicator 3.1 Percentage of seats held by women in national parliaments (SP IRRF Outcome Indicator 2.2.a; SDG Indicator 5.5.1)	3.1.1. Percentage of seats held by women in national parliaments (SP IRRF Outcome Indicator 2.2.a; SDG Indicator 5.5.1)	47%	50%	46.2% (Regression)	43% (Regression)	No data	National Council Annual Report, Office of The Prime Minister Annual Report, IPU data	The actual figure based on IPU data is lower than the target. Namibia recently held Presidential and National Assembly elections and will undertake the regional and local government elections during 2020. Due to significant loss in votes by the ruling party, the final percentage of women in the national parliament remains unknown as the party lists will be amended during the 1st quarter of 2020. Namibia has a Bicameral parliament with the use of voluntary party quotas and legislated quotas at the sub-national level. 45 of 104 (43%) seats in the National Assembly are held by women.
Indicator 3.2 The Mo Ibrahim index [esp. measures/sub-indexes dealing with sustainable economic opportunities and human development]	3.2.1 The Mo Ibrahim index [esp. measures/sub-indexes dealing with sustainable economic opportunities and human development]	69.8	80	68.6 (Regression)	60.9 (Regression)	No data	Mo Ibrahim index	
	3.2.2 The Mo Ibrahim index [ measures/sub-indexes dealing with sustainable economic opportunities]	69.8	80	59.4 (Regression)	62.7 (Progress)	No data	Mo Ibrahim index	

	<b>3.2.3 The Mo Ibrahim index [measures/sub-indexes dealing with s human development]</b>	69.8	80	63 (Regression)	60.9 (Regression)	No data	Mo Ibrahim index	
<b>Indicator 3.2 Corruption Perceptions Index</b>	<b>3.3.1. Corruption Perceptions Index</b>	52	65	52	5200.00%	No data	Transparency International	

Output Description	Output Indicator # /description	Output Indicator Baseline	Output Indicator Target by 2023	Output Indicator Value 2019	Output indicator value 2020	Output indicator value 2021	Sources	CO Comments
<b>Outcome 1: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable</b>								
<b>CPD Output 1.1:</b> Innovative measures in place to increase 'vulnerable/disadvantaged' women, youth, persons with disabilities (PWDs) and marginalized groups' empowerment and participation in economic development processes (MITSMED).	<b>Indicator 1.1.1</b> No. of entrepreneurship programmes, developed and running, targeting women, youth, PWDs, and other marginalized groups	<b>1.1.1.1.</b> No. of entrepreneurship programmes, developed and running, targeting women, youth, PWDs, and other marginalized groups	0	No data	1 (Progress)	1 (No change)	1 (No change)	Empretec Namibia Programme Annual, Progress and Cabinet De-Briefing Reports  2021- SDGIF Programme Progress reports and Cabinet De-Briefing Reports
	<b>Indicator 1.1.2</b> No. of livelihood options created to increase 'vulnerable/disadvantaged' women, youth, PwD and marginalized groups' empowerment	<b>1.1.2.1.</b> No. of livelihood options created to increase 'vulnerable/disadvantaged' women, youth, PwD and marginalized groups' empowerment	0	No data	0 (No change)	0 (No change)	0 (No change)	

<b>CPD Output 1.2:</b> 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.	<b>Indicator 1.2.1.</b> No. of gender responsive development policy frameworks (SP IRRF Output Indicator 1.1.2.3)	<b>1.2.1.1.</b> No. of gender responsive development policy frameworks (SP IRRF Output Indicator 1.1.2.3)	2	No data	2 (No change)	2 (No change)	1 (Regression)	Cabinet De-Briefing on Entrepreneurship and Enterprise Devt Programme, 05/11/19	1. Blue Print on Poverty Eradication under the previous CPD 2. Empretec Namibia programme in 2019 under the current CPD. 3. BIG framework not yet in place, initiated in 2019 under the current CPD. 2021. BCC Gender Strategy developed and launched under the BCLME III Project in October 2021. UNDP is developing a gender responsive SDG Financing Strategy.
<b>CPD Output 1.3:</b> National institutions in charge of economic diversification (MITSMED) have the capacity to promote Local Content Development and value addition to national resources	<b>Indicator 1.1.4</b> Mineral Policy reviewed		No	No data	No (No change)	Yes (Progress)	Yes (Progress)	Mineral Policy	Mineral Policy is under review awaiting for approval, sections have been updated to enable local content devt. 2021- Mineral Policy was reviewed and approved.

**Outcome 2: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management).**

<b>CPD Output 2.1:</b> 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	<b>Indicator 2.1.1</b> Natural resources that are managed under a sustainable use, conservation, access and benefit sharing regime (SP IRRF Output Indicator 1.4.1.2)	<b>2.1.1.1.</b> Natural resources that are managed under a sustainable use, conservation, access and benefit sharing regime	No data	No data	No data	No data	No data	<a href="https://www.met.gov.na/national-parks/overview-of-national-parks/292/">https://www.met.gov.na/national-parks/overview-of-national-parks/292/</a> Government Gazettes Protected Areas/National Parks Management Plans GEF Tracking Tools Reports of OKACOM, BCC, ORASECOME, CUVECOM, NDP 5	Namibia has 20 state run protected areas covering about 17 per cent of the country's land surface, which exceeds the mean PA coverage per nation of 12.2 per cent. The PAs conserve biodiversity and ecosystem by protecting some of the country's most important habitats and species of national and global significance. The country's commitment to biodiversity conservation is reflected in the Constitution. Article 95 (1) provides the foundation for the formulation of policies, legislation and programmes aimed at safeguarding the country's biodiversity and ecosystems for the benefit of current and future generations.  In addition to the 20 State Protected Areas, There are three TFCAs (1. Iona-Skeleton Coast Transfrontier Park, 2. /Ai-/Ais-Richtersveld Transfrontier Park, and 3. Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) and 86 Communal Conservancies.
		<b>2.1.1.2. a.</b> No. of existing State Protected Area under improved management	No data	No data	No data	20	20 (No change)	<a href="https://www.met.gov.na/national-parks/overview-of-national-parks/292/">https://www.met.gov.na/national-parks/overview-of-national-parks/292/</a> Government Gazettes Protected Areas/National Parks Management Plans GEF Tracking Tools Reports of	In addition to the 20 State Protected Areas, There are three TFCAs (1. Iona-Skeleton Coast Transfrontier Park, 2. /Ai-/Ais-Richtersveld Transfrontier Park, and 3. Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) and 86 Communal Conservancies

							OKACOM, BCC, ORASECOME, CUVECOM, NDP 5	
	<b>2.1.1.3. b.</b> No. of hectares burned by veld fires in Conservation Areas	No data	No data	No data	3,700,000	6000 (Regression)	<a href="https://www.met.gov.na/national-parks/overview-of-national-parks/292/">https://www.met.gov.na/national-parks/overview-of-national-parks/292/</a> Government Gazettes Protected Areas/National Parks Management Plans GEF Tracking Tools Reports of OKACOM, BCC, ORASECOME, CUVECOM, NDP 5	
	<b>2.1.1.4. c.</b> Regions assessed for trends in land degradation	No data	No data	5	1 (Regression)	1 (No change)	<a href="https://www.met.gov.na/national-parks/overview-of-national-parks/292/">https://www.met.gov.na/national-parks/overview-of-national-parks/292/</a> Government Gazettes Protected Areas/National Parks Management Plans GEF Tracking Tools Reports of OKACOM, BCC, ORASECOME, CUVECOM, NDP 5	Fire management strategy (Ohangwena region) agreed and implemented for coordinated burning thus contributing to sustainable management of forests.

		2.1.1.5. d. No. of shared, water ecosystems (fresh or marine) under cooperative management	No data	No data	No data	3	3 (No change)	<a href="https://www.met.gov.na/national-parks/overview-of-national-parks/292/">https://www.met.gov.na/national-parks/overview-of-national-parks/292/</a> Government Gazettes Protected Areas/National Parks Management Plans GEF Tracking Tools Reports of OKACOM, BCC, ORASECOME, CUVECOM, NDP 5	Namibia is party to the following 3 transboundary river basins and commissions and 1 international water Convention: 1. ORASECOM 2. OKACOM 3. CUVECOM 4. BCC
	<b>Indicator 2.1.2.</b> No. of gender-sensitive legal and policy instruments on natural resources and environment to improve access to and control over assets and services	2.1.2.1. No. of gender-sensitive legal and policy instruments on natural resources and environment to improve access to and control over assets and services	0	No data	1 (Progress)	3 (Progress)	1 (Regression)	1. Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia Project Document 2. Enhancing Namibia's capacity to establish a comprehensive Transparency Framework for Measurement, Reporting and Verification (MRV) of climate actions and reporting on NDC implementation under the Paris Agreement Project Document 3. Benguela Current Convention Gender Action Plan 4. BCC Gender	1. Gender Assessment and Action Plan for the Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia 2. Gender Assessment and Action Plan for the Enhancing Namibia's capacity to establish a comprehensive Transparency Framework for Measurement, Reporting and Verification (MRV) of climate actions and reporting on NDC implementation under the Paris Agreement 3. Gender Action Plan for the Benguela Current Convention The CO provided technical support to the development of the Gender Action Plan



								Strategy developed and launched	
	<b>Indicator 2.1.3.</b> No. of functional intra-governmental coordination mechanisms improved to achieve targets as set out in: LDN strategy (United Nations Convention to Combat Desertification); Intended Nationally Determined Contributions (INDC) (United Nations Framework Convention on Climate Change); National Biodiversity Strategy and Action Plan (NBSAP) 2; Convention on Biological Diversity	<b>2.1.3.1.</b> No. of functional intra-governmental coordination mechanisms improved to achieve targets as set out in: LDN strategy (United Nations Convention to Combat Desertification); Intended Nationally Determined Contributions (INDC) (United Nations Framework Convention on Climate Change); National Biodiversity Strategy and Action Plan (NBSAP) 2; Convention on Biological Diversity	1	No data	1 (No change)	1 (No change)	No data	<a href="https://sdacnamibia.org/">https://sdacnamibia.org/</a> National Climate Change Strategic Action Plan	Namibia Sustainable Development Advisory Council (SDAC)
<b>CPD Output 2.2:</b> Scaled up integrated and innovative action on climate change adaptation and mitigation across	<b>Indicator 2.2.1.</b> No. of national accredited systems in place to access, deliver, monitor, report	<b>2.2.1.1</b> No. of national accredited systems in place to access, deliver, monitor, report on and verify use of climate finance	No data	No data	No data	2	0 (Regression )		EIF (Green Climate Fund) and DRFN (Adaptation Fund)

priority sectors which is funded and implemented	on and verify use of climate finance	<b>2.2.1.2</b> No. of national accredited systems in place to ACCESS	No data	No data	No data	2	0 (Regression )		EIF (Green Climate Fund) and DRFN (Adaptation Fund)
		<b>2.2.1.3</b> No. of national accredited systems in place to DELIVER	No data	No data	No data	2	2 (No change)		EIF (Green Climate Fund) and DRFN (Adaptation Fund)
		<b>2.2.1.4</b> No. of national accredited systems in place to MONITOR	No data	No data	No data	0	2 (Progress)		CBIT Project Approved in 2020 to prepare and build capacities for MRV
		<b>2.2.1.5</b> No. of national accredited systems in place to REPORT	No data	No data	No data	2	2 (No change)		BURs and NCs towards BTRs in 2024
<b>CPD Output 2.3:</b> 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)	<b>Indicator 2.3.1.</b> No. of new development partnerships, including South-South cooperation, with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women	<b>2.3.1.1.</b> No. of new development partnerships, including South-South cooperation, with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women	No data	No data	No data	2	1 (Regression )	EIF Annual Report, DBN Report, NCCSAP M&E	1. EIF GCF Kunene and 2. DBN/AfDB/GDC nationwide 3. Under development Solar For Health/GCF in five countries
		<b>2.3.1.2.</b> No. of new development partnerships incl SSC with funding for improved EE and/or sustainable energy solutions targeting under-served communities/groups	No data	No data	No data	No data	No data		

		<b>2.3.1.3.</b> No. of new development partnerships incl SSC with funding for improved EE and/or sustainable energy solutions targeting women	No data	No data	No data	No data	No data		
<b>Outcome 3: By 2023, government institutions at national and regional levels are accountable and transparent, engaging citizens in participatory decision-making processes</b>									
<b>CPD Output 3.1:</b> Government institutions (e.g. ACC, Parliament, 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.	<b>Indicator 3.1.1</b> 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)	<b>3.1.1.1</b> No. of institutions which have adopted (and reporting on) effective measures at national, regional and sectoral level to mitigate corruption risks	No data	No data	No data	No data	No data	National Council (NC) Office of the Prime Minister (OPM) Annual Report 2020 Data is same as baseline	
		<b>3.1.1.2</b> No. of institutions which have adopted (and reporting on) effective measures at NATIONAL level to mitigate corruption risks	No data	No data	No data	1	1 (No change)	National Council (NC) Office of the Prime Minister (OPM) Annual Report 2020 Data is same as baseline	
		<b>3.1.1.3</b> No. of institutions which have adopted (and reporting on) effective measures at REGIONAL level to mitigate corruption risks	No data	No data	No data	1	1 (No change)	National Council (NC) Office of the Prime Minister (OPM) Annual Report 2020 Data is same as baseline	
		<b>3.1.1.4</b> No. of institutions which have adopted (and reporting on) effective measures at SECTORAL level	No data	No data	No data	1	1 (No change)	National Council (NC) Office of the Prime Minister (OPM) Annual Report 2020 Data is same as baseline	

		to mitigate corruption risks							
	<b>Indicator 3.1.2</b> 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)	<b>3.1.2.1</b> No. of national institutions with effective innovative mechanisms for civic engagement, including the participation of women and marginalized groups	No data	No data	No data	2	2 (No change)	OPM DIPSIR Annual Report	
		<b>3.1.2.2</b> No. sub-national institutions with effective innovative mechanisms for civic engagement, including the participation of women and marginalized groups	No data	No data	No data	0	0 (No change)	OPM DIPSIR Annual Report	
	<b>Indicator 3.1.3</b> No. of human rights cases/complaints investigated and resolved by the Office of Ombudsperson within the year of submission	<b>3.1.3.1</b> No. of human rights cases/complaints investigated and resolved by the Office of Ombudsperson within the year of submission	No data	No data	No data	No data	No data		
		<b>3.1.3.2</b> MALE	No data	No data	No data	No data	No data		

		3.1.3.3 FEMALE	No data	No data	No data	No data	No data		
		3.1.3.4 GROUPS	No data	No data	No data	No data	No data		
		3.1.3.5 UNKNOWN	No data	No data	No data	No data	No data		

Data Source:

Outcomes CPD 2019-2023

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOutcomeIndicators.aspx?ou=NAM&cycle\\_id=258](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOutcomeIndicators.aspx?ou=NAM&cycle_id=258)

Outputs CPD 2019-2023

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOutputIndicators.aspx?ou=NAM&cycle\\_id=258](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOutputIndicators.aspx?ou=NAM&cycle_id=258)

Date: January 24, 2022

## ANNEX 8: PERFORMANCE RATING

### i. Rating Scale used

The ICPE rating system has been developed by the IEO to quantify programme performance data or contribution data consistently across country programme evaluations. Strengthening performance measurement systems will enhance the quality of evaluations.<sup>45</sup> This rating scale for the Independent Country Programme Evaluation of Namibia provides quantitative assessments and assists in differentiating levels of UNDP's contribution. The Rating System is also intended to enable aggregation of the UNDP programme performance across countries.

A four-point rating system as follows was used to allow clarity in performance scoring.

- 4 = Fully Achieved/Exceeds Expectations. A rating of this level means that programme outputs and outcomes have been fully achieved (or are likely to be achieved), or even exceed expectations. This score indicates high performance.
- 3 = Mostly Achieved. A rating of this level is used when the overall assessment is substantially positive, and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP programmes that have prevented the achievement of stated outputs and outcomes, but no major shortfalls. Many of the planned programme outputs/ outcomes have been delivered. This score indicates moderate, but good, performance.
- 2 = Partially Achieved. A rating of this level is used when significant shortfalls are identified. The intended outputs and outcomes have only been partially achieved. Overall, the assessment is moderate, but less positive.
- 1 = Not Achieved. A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/outcomes. The score indicates poor performance.

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<sup>45</sup> See UNDP Evaluation Policy, 2019. <http://web.undp.org/evaluation/policy.shtml>.

ii. Aggregated performance rating of the country programme\*

Independent Country Programme Evaluation of Namibia 2022 - UNDP Independent Evaluation Office (IEO)				
Consolidated Rating Table	Outcome 1 Rating	Outcome 2 Rating	Outcome 3 Rating	Overall Rating**
<b>Relevance</b>	<b>2.83</b>	<b>2.79</b>	<b>2.83</b>	<b>2.82</b>
1.A. Adherence to national development priorities	3.00	3.00	3.00	3.00
1.B. Alignment with United Nations/UNDP goals	3.00	2.50	3.00	2.83
1.C. Relevance of programme priorities	2.50	2.88	2.50	2.63
<b>Coherence</b>	<b>2.17</b>	<b>1.80</b>	<b>2.17</b>	<b>2.05</b>
2.A. Internal programme coherence	2.00	2.00	2.00	2.00
2.B. External programme coherence	2.33	1.58	2.33	2.08
<b>Efficiency</b>	<b>2.17</b>	<b>2.00</b>	<b>1.83</b>	<b>2.00</b>
3.A. Timeliness	2.00	2.00	2.00	2.00
3.B. Management and operational efficiency	2.33	2.00	1.67	2.00
<b>Effectiveness</b>	<b>2.94</b>	<b>2.32</b>	<b>2.38</b>	<b>2.55</b>
4.A. Achievement/ eventual achievement of stated outputs and outcomes	2.75	1.75	2.50	2.33
4.B. Programme inclusiveness (especially those at risk of being left behind)	3.00	2.50	2.00	2.50
4.C. Prioritization of gender equality and women's empowerment	3.00	3.00	2.00	2.67
4.D. Prioritization of development innovation	3.00	2.00	3.00	2.67
<b>Sustainability</b>	<b>2.67</b>	<b>2.25</b>	<b>2.17</b>	<b>2.36</b>
5.A. Sustainable capacity	3.33	2.00	2.33	2.55
5.B. Financing for development	2.00	2.50	2.00	2.17

\* Output 2.3 (focused on renewable energy) has been excluded from the collective rating for Outcome 2, as it was never implemented. Including Output 2.3 would skew the collective rating downwards, mis-representing the contributions of Outputs 2.1 and 2.2.

\*\* The overall rating is an average of the three outcome areas, and assumes that all attributes and all outcome areas have equal weighting (despite different expenditure rates). Numbers here have been rounded to the nearest whole number in the main report.

### iii. Disaggregated performance rating for Outcome 1: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups

CPD Outcome 1: By 2023, institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups				
		<b>Output 1.1:</b> Innovative measures in place to increase ‘vulnerable/disadvantaged’ women, youth, persons with disabilities (PWDs) and marginalized groups’ empowerment and participation in economic development processes (MITSMED).	<b>Output 1.2:</b> 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.	<b>Output 1.3:</b> National institutions in charge of economic diversification (MITSMED) have the capacity to promote local content development and value addition to national resources.
<b>Criteria 1: Relevance.</b> The extent to which the programme objectives and design respond to country/beneficiary needs and continue to do so if circumstances change; the degree of alignment with human development needs, UNDP mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices.		<b>Outcome 1 Relevance Rating</b>		<b>2.83</b>
		<b>Output 1.1 Relevance Rating</b>	<b>Output 1.2 Relevance Rating</b>	<b>Output 1.3 Relevance Rating</b>
		<b>2.83</b>	<b>2.83</b>	<b>N/A</b>
<b>Sub Criteria 1.A. Adherence to national development priorities</b>		<b>3.00</b>	<b>3.00</b>	<b>N/A</b>
<b>Indicator 1.</b> Country programme responded to major development priorities in the country as defined in the country’s development plan, SDGs, or sector policies ( <b>Responsiveness to national priorities</b> )	<b>Guiding Questions.</b> a. Does the programming context pose significant challenges for achieving the proposed outputs and outcomes? b. Did UNDP respond to significant gaps in the government and international response in the area of assessment (in terms of already existing policies and institutional mechanisms)? c. Did UNDP respond to key gaps that needed an immediate programme response? d. Did UNDP respond to SDG priorities that needed a longer-term programme response?	3	3	N/A
<b>Sub Criteria 1.B. Alignment with UN/UNDP goals</b>		<b>3.00</b>	<b>3.00</b>	<b>N/A</b>



<b>Indicator 2</b> Country programme responded to UNDP Signature Solutions ( <b>Responsiveness to UNDP Signature Solutions</b> )	<b>Guiding Questions.</b> a. Did the UNDP choice of areas in the United Nations Sustainable Development Cooperation Framework (UNSDCF) reflect its comparative advantage? b. Did UNDP programmes align with Signature Solutions covered by the country programme? c. Is UNDP support critical for achieving national development outcomes? d. Did UNDP programme outcomes enable the advancement of the SDGs?	3	3	N/A
<b>Sub Criteria 1.C. Relevance of programme priorities: UNDP programme priorities add value to national policy and programme processes</b>		<b>2.50</b>	<b>2.50</b>	<b>N/A</b>
<b>Indicator 3.</b> Programme adds value to ongoing efforts at the country level ( <b>Value addition</b> )	<b>Guiding Questions.</b> a. Does UNDP support add value to ongoing efforts at the country level? b. Do UNDP interventions reflect its organizational comparative advantage to support medium- to longer-term development/ peace efforts? c. To what extent does UNDP prioritize innovative approaches through the transfer of technology, South-South cooperation, or co-creation with local innovation ecosystems?	3	3	N/A
<b>Indicator 4.</b> Programme is responsive to changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability ( <b>Responsiveness to evolving development needs</b> )	<b>Guiding Questions.</b> a. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support? b. Did the programme respond to changing national priorities where strengthening of national capacities and policy processes were needed? c. Are UNDP programme tools appropriate for responding to evolving development priorities?	3	3	N/A
<b>Indicator 5.</b> UNDP programme is responsive to gender-specific development concerns ( <b>Responsiveness to gender concerns</b> )	<b>Guiding Questions.</b> a. Did UNDP respond to immediate gender-specific development/ peace concerns? b. Did UNDP prioritize gender-specific development/ peace concerns that require longer-term solutions?	2	2	N/A
<b>Indicator 6.</b> Programme is responsive to groups at risk of being left behind ( <b>Responsiveness to groups at risk of being left behind</b> )	<b>Guiding Questions.</b> a. Did UNDP prioritize LNOB concerns and assign resources accordingly? b. Did UNDP assess who is experiencing multiple and intersecting forms of discrimination and inequalities, as well as how and why? c. Did UNDP prioritize policy/ advocacy support in the select areas of LNOB? d. To what extent did UNDP programme design and	2	2	N/A

	implementation favour the participation and empowerment of identified left-behind groups?			
<b>Criteria 2: Coherence.</b> The compatibility of the programme within and with other programmes in a country; Internal and external coherence.		<b>Outcome 1 Coherence Rating</b>		<b>2.17</b>
		<b>Output 1.1 Coherence Rating</b>	<b>Output 1.2 Coherence Rating</b>	<b>Output 1.3 Coherence Rating</b>
		<b>2.17</b>	<b>2.17</b>	<b>N/A</b>
<b>Sub Criteria 2.A. Internal programme coherence: UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</b>		<b>2.00</b>	<b>2.00</b>	<b>N/A</b>
<b>Indicator 7.</b> Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution ( <b>Linkages between programme levels</b> )	<b>Guiding Questions.</b> a. Did programme/ project design take into consideration complementary areas of UNDP support in design and practice? b. Did UNDP map cross-cutting thematic programme areas within its support? c. Did programme /project design take into consideration complementary areas of UNDP support (outputs and outcomes)? d. Were joint outcomes identified and common approaches applied? e. Are resources aggregated for a more consolidated response?	2	2	N/A
<b>Indicator 8.</b> An integrated, issue-based programming approach was adopted to enhance development results in accordance with Signature Solutions (e.g., poverty and environment, climate change adaptation and sustainable livelihoods) ( <b>Integrated programming pursued</b> )	<b>Guiding Questions.</b> a. Did UNDP map the synergies between the thematic areas it supports (for example, poverty and environment; poverty and climate change adaptation; governance and local development)? b. Were integrated programme outcomes pursued? c. Were common approaches applied? d. Was the country programme team structured to enable integrated programming? e. Are there staff incentives in place to encourage joint initiatives?	2	2	N/A
<b>Sub Criteria 2.B. External programme coherence; UNDP proactively pursued the New Way of Working in Select areas</b>		<b>2.33</b>	<b>2.33</b>	<b>N/A</b>
<b>Indicator 9</b> UNDP established strategic and programmatic partnerships with government development initiatives ( <b>Strategic partnership with government</b> )	<b>Guiding Questions.</b> a. Were programming context risks collectively dealt with? b. Did UNDP programme and approaches improve strategic partnership with the government (in terms of aligning with government initiatives)? c. Were UNDP programme choices and programme approaches appropriate for promoting longer-term development/ peace efforts?	2	2	N/A

<b>Indicator 10.</b> UNDP established strategic partnerships with United Nations agencies ( <b>Strategic partnership with the UN agencies</b> )	<b>Guiding Questions.</b> a. To what extent were partnerships forged with United Nations agencies to enable a coherent programme response within UNSDCF? b. Did UNDP programme approaches improve cooperation with United Nations agencies or enhance synergies within UNSDCF? c. Were partnerships established with United Nations agencies beyond funding-related joint projects? d. Did partnerships with United Nations agencies contribute to the consolidation of development outcomes? e. Did partnerships with United Nations agencies enable sector programme models, improve the sustainability of outputs, and improve the level of outcomes achieved?	3	3	N/A
<b>Indicaotr 11.</b> UNDP optimized its 'integrator role' mandate ( <b>Optimised integrator role</b> )	<b>Guiding Questions.</b> a. Did the UNDP integrator role manifest within the United Nations Development System? b. Did UNDP rearticulate its role within the United Nations Development System /Mission / Peace operations (as applicable) post Resident Coordinator delinking? c. Did UNDP reposition itself in key areas of its support after United Nations reforms and Resident Coordinator delinking? d. How successful was UNDP in proactively facilitating Signature Solutions that would bring together different sectoral actors?	3	3	N/A
<b>Indicator 12.</b> UNDP established strategic partnerships with bilateral actors/IFIs ( <b>Strategic partnerships with IFIs/ bilateral actors</b> )	<b>Guiding Questions.</b> a. Were opportunities for programmatic partnerships with bilateral actors/ IFIs leveraged? b. Did the UNDP programme introduce innovative solutions?	1	1	N/A
<b>Indicator 13.</b> UNDP established strategic partnerships with non-state actors (e.g., the media, civil society organizations (CSOs), academia, think tanks) ( <b>Strategic partnership with civil society</b> )	<b>Guiding Questions.</b> a. Did UNDP establish partnerships with non-state actors, beyond programme implementation? b. Did partnerships with non-state actors enable advocacy? c. Did partnerships with non-state actors enable interface with the State? d. Did such partnerships improve contributions to national development /peace efforts? e. To what extent did UNDP partnerships foster multi-	3	3	N/A

	stakeholder engagement and the co-creation of development solutions?			
<b>Indicator 14.</b> UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/ or for facilitating SDG financing ( <b>Strategic partnership with private sector</b> )	<b>Guiding Questions.</b> a. Did UNDP have a strategy for private sector engagement? b. Are UNDP tools appropriate for supporting private sector engagement in the country? c. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? d. Are there efforts by UNDP to facilitate private sector engagement at national/ local levels?	2	2	N/A
<b>Criteria 3: Efficiency.</b> The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context, maximizing utility of resources and achieving maximum operational efficacy.		<b>Outcome 1 Efficiency Rating</b>		<b>2.17</b>
		<b>Output 1.1 Efficiency Rating</b>	<b>Output 1.2 Efficiency Rating</b>	<b>Output 1.3 Efficiency Rating</b>
		<b>2.17</b>	<b>2.17</b>	<b>N/A</b>
<b>Sub Criteria 3.A. Timeliness</b>		<b>2.00</b>	<b>2.00</b>	<b>N/A</b>
<b>Indicator 15.</b> Projects were completed according to established plans ( <b>Timely completion of projects</b> )	<b>Guiding Questions.</b> a. Did the project implementation and completion timeline follow the work plan? b. Were delays addressed in a timely manner? c. Did delays impact the contribution of UNDP to development results? d. Did delays increase the cost of the project? e. Did delays result in lost opportunities to link with national development efforts or resource mobilization? f. Were innovative practices developed to overcome recurrent operational challenges?	2	2	N/A
<b>Sub Criteria 3.B. Management and operational efficiency</b>		<b>2.33</b>	<b>2.33</b>	<b>N/A</b>
<b>Indicator 16.</b> Country programme has the necessary technical capacity to achieve programme results ( <b>Necessary technical capacity</b> )	<b>Guiding Questions.</b> a. Did UNDP adhere to programme quality standards set out in the Programme and Operations Policies and Procedures (POPPs)? b. Did UNDP programmes factor in upstream results? c. Did UNDP address programme risk in the design and implementation of projects? d. Was the country office efficient in allocating human resources to deliver programme results? e. Was the country office successful in mobilizing the aspired programme resources? f. Were there innovative practices developed to overcome recurrent operational challenges and/ or favour efficient delivery of programme results?	2	2	N/A

<b>Indicator 17.</b> Programme resources were strategically allocated ( <b>Programme resources used strategically</b> )	Guiding Questions. a. Did UNDP ensure multiple sources of programme funding? b. Were UNDP financial resources optimized (for example, by building on outcomes with synergies)? c. Were human resources optimized by building on synergies between outputs and outcomes? d. Did the country office team structure enable joint programme efforts? e. Were resources efficiently and strategically allocated based on risk analysis?	3	3	N/A
<b>Indicator 18.</b> Estimated resources were mobilized pursuing appropriate, diverse, and sustainable funding streams ( <b>Mobilised planned resources</b> )		2	2	N/A
<b>Criteria 4: Effectiveness.</b> The extent to which the intervention has achieved, or is expected to achieve, its objectives and results, including any differential results across groups.		<b>Outcome 1 Effectiveness Rating</b>		<b>2.94</b>
		<b>Output 1.1 Effectiveness Rating</b>	<b>Output 1.2 Effectiveness Rating</b>	<b>Output 1.3 Effectiveness Rating</b>
		3.00	2.88	N/A
<b>Sub Criteria 4.A. Achievement/ eventual achievement of the stated outputs and outcomes</b>		3.00	2.50	N/A
<b>Indicator 19.</b> Programme outputs were achieved or will eventually be achieved ( <b>Programme outputs achieved</b> )	<b>Guiding Questions.</b> a. To what extent did UNDP achieve the programme outputs outlined in the results framework/ work plan/ CPD? b. Are the outputs/ outcomes located within/ linked to the institutional processes to achieve SDGs? c. Did programme output results contribute to SDG achievements in a meaningful way? d. Have measures been taken to link the outputs with other longer-term initiatives in the country by the government? e. Were output results delivered in partnership with other longer-term United Nations or IFI initiatives in the country? f. Did programme outputs include benefits for marginalized groups?	3	3	N/A
<b>Indicator 20.</b> UNDP has influenced (or is likely to influence) outcome-level results and processes ( <b>Influenced outcome-level results</b> )	<b>Guiding Questions.</b> a. Did UNDP achieve the programme outcomes outlined in the results framework/ work plan/ CPD? b. Did UNDP contribute to development outcomes and/ or processes? c. Did UNDP contribute to development outcomes and processes with specific importance for advancing the SDGs? d. Did UNDP interventions strengthen institutional capacities and related processes?	3	2	N/A

	e. Did integrated programmes pursued by UNDP promote sustainable development/ peace?			
<b>Sub Criteria 4.B. Programme inclusiveness (especially those at risk of being left behind)</b>		<b>3.00</b>	<b>3.00</b>	<b>N/A</b>
<b>Indicator 21.</b> Outcomes have been beneficial for those at risk of being left behind ( <b>Outcomes benefited those at risk of being left behind</b> )	<b>Guiding Questions.</b> a. Did UNDP results contribute to those left behind because of intersecting forms of discrimination and inequalities? b. Did UNDP contribute to addressing issues of those who are at risk of being left behind in rural/ urban areas? c. Did UNDP contribute to addressing the issues of the least developed regions of the country? d. Did UNDP contribute to strengthening policies/ programmes that would positively impact those left behind? e. Did UNDP contribute to youth empowerment development processes? f. Did UNDP balance its support to national and local development processes and link the two?	3	3	N/A
<b>Sub Criteria 4.C. Prioritization of gender equality and women's empowerment</b>		<b>3.00</b>	<b>3.00</b>	<b>N/A</b>
<b>Indicator 22.</b> Outcomes have contributed to enhancing the processes for gender equality and women's empowerment ( <b>Outcomes contributed to GEWE</b> )	<b>Guiding Questions.</b> a. Did UNDP contribute to gender-inclusive development processes? b. Did UNDP make concerted efforts to promote GEWE at policy level? c. Did UNDP make concerted efforts to promote GEWE programming models? d. Did UNDP establish long-term partnerships to enhance its contribution to GEWE in development?	3	3	N/A
<b>Sub Criteria 4.D. Prioritization of development innovation</b>		<b>3.00</b>	<b>3.00</b>	<b>N/A</b>
<b>Indicator 23.</b> UNDP took measures to enable development innovation ( <b>Enabled development innovation</b> )	<b>Guiding Questions.</b> a. Did UNDP prioritise development innovation in its support areas? b. Were innovative development practices promoted by UNDP scaled-up/ institutionalised? c. Was UNDP successful in promoting innovative development practices within the United Nations country team? d. Was UNDP successful in promoting innovative development practices among wider development actors? e. Were Accelerator Labs successful in enabling innovative practices?	3	3	N/A
<b>Criteria 5: Sustainability.</b> The extent to which the results of UNDP interventions are likely to sustain and carried forward		<b>Outcome 1 Sustainability Rating</b>		<b>2.67</b>
		<b>Output 1.1 Sustainability Rating</b>	<b>Output 1.2 Sustainability Rating</b>	<b>Output 1.3 Sustainability Rating</b>

		2.67	2.67	N/A
<b>Sub Criteria 5.A. Sustainable capacity</b> Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory		3.33	3.33	N/A
<b>Indicator 24.</b> Target institutions and/or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion <b>(Capacities improved)</b>	<b>Guiding Questions.</b> a. To what extent did positive changes enabled by the UNDP programme contribute to the development trajectory in the country? (This includes scaling up successful programme models). b. Are the intended individual beneficiary groups and/ or institutions equipped with knowledge/ skills/ partnerships to continue with programmeor project-related efforts after their completion? c. Did UNDP take measures to ensure that the capacities achieved and/ or transfer of knowledge/ technologies could be sustained? d. Did UNDP take measures to institutionalize positive changes achieved at local/ national level, whether in policy processes or institutional practices?	3	3	N/A
<b>Indicator 25.</b> Measures were taken to facilitate national ownership of programme results <b>(Ensured national ownership)</b>	<b>Guiding Questions.</b> a. Did UNDP take measures to ensure linkages with national policies and programmes? b. Did the programme implementation process enable national ownership? c. Did UNDP ensure the participation of non-state actors (CSOs and others)? d. Did UNDP leverage CSO and local innovation networks to promote the adaptation and/ or development of locally owned and sources innovations?	4	4	N/A
<b>Indicator 26.</b> Measures are taken to promote scale-up <b>(Promoted scaling up)</b>	<b>Guiding Questions.</b> a. Has UNDP supported efforts to mobilize private sector funding for development? b. Have programmatic partnerships been established with agencies with complementary initiatives to take forward what has been achieved by UNDP support? c. To what extent have UNDP interventions been (or are likely to be) scaled up by government, donors, private sector or others?	3	3	N/A
<b>Sub Criteria 5.B. Financing for development</b>		2.00	2.00	N/A
<b>Indicator 27.</b> Financial and human resource needs for sustaining/ scaling results achieved are addressed <b>(Enabled development financing)</b>	<b>Guiding Questions.</b> a. To what extent did UNDP prioritize development financing? b. Did UNDP use appropriate tools for facilitating development financing? c. Was UNDP successful in facilitating development financing?	2	2	N/A

	d. Did UNDP support efforts to address institutional bottlenecks in development financing?			
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iv. Disaggregated Performance Rating for Outcome 2: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management)

CPD Outcome 2: By 2023, vulnerable populations in disaster-prone and biodiversity-sensitive areas are resilient to shocks and climate change effects (and benefit from natural resources management)				
		<b>Output 2.1:</b> 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.	<b>Output 2.2:</b> Scaled-up integrated and innovative action on climate change adaptation and mitigation across priority sectors that is funded and implemented.	<b>Output 2.3:</b> inclusive and sustainable solutions adopted by renewable energy technology suppliers and industries to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy). Excluded from rating (see note above).
<b>Criteria 1: Relevance.</b> The extent to which the programme objectives and design respond to country/ beneficiary needs and continue to do so if circumstances change; the degree of alignment with human development needs, UNDP mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices.		<b>Outcome 2 Relevance Rating</b>		<b>2.79</b>
		<b>Output 2.1 Relevance Rating</b>	<b>Output 2.2 Relevance Rating</b>	<b>Output 2.3 Relevance Rating</b>
		<b>2.50</b>	<b>3.08</b>	<b>-</b>
<b>Sub Criteria 1.A. Adherence to national development priorities</b>		<b>3.00</b>	<b>3.00</b>	<b>-</b>
<b>Indicator 1.</b> Country programme responded to major development priorities in the country as defined in the country's development plan, SDGs, or sector policies ( <b>Responsiveness to national priorities</b> )	<b>Guiding Questions.</b> a. Does the programming context pose significant challenges for achieving the proposed outputs and outcomes? b. Did UNDP respond to significant gaps in the government and international response in the area of assessment (in terms of already existing policies and institutional mechanisms)?	2	3	-



	c. Did UNDP respond to key gaps that needed an immediate programme response? d. Did UNDP respond to SDG priorities that needed a longer-term programme response?			
<b>Sub Criteria 1.B. Alignment with UN/UNDP goals</b>		<b>2.00</b>	<b>3.00</b>	<b>-</b>
<b>Indicator 2</b> Country programme responded to UNDP Signature Solutions ( <b>Responsiveness to UNDP Signature Solutions</b> )	<b>Guiding Questions.</b> a. Did the UNDP choice of areas in the United Nations Sustainable Development Cooperation Framework (UNSDCF) reflect its comparative advantage? b. Did UNDP programmes align with Signature Solutions covered by the country programme? c. Is UNDP support critical for achieving national development outcomes? d. Did UNDP programme outcomes enable the advancement of the SDGs?	2	3	-
<b>Sub Criteria 1.C. Relevance of programme priorities: UNDP programme priorities add value to national policy and programme processes</b>		<b>2.50</b>	<b>3.25</b>	<b>-</b>
<b>Indicator 3.</b> Programme adds value to ongoing efforts at the country level ( <b>Value addition</b> )	<b>Guiding Questions.</b> a. Does UNDP support add value to ongoing efforts at the country level? b. Do UNDP interventions reflect its organizational comparative advantage to support medium- to longer-term development/ peace efforts? c. To what extent does UNDP prioritize innovative approaches through the transfer of technology, South-South cooperation, or co-creation with local innovation ecosystems?	3	4	-
<b>Indicator 4.</b> Programme is responsive to changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability ( <b>Responsiveness to evolving development needs</b> )	<b>Guiding Questions.</b> a. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support? b. Did the programme respond to changing national priorities where strengthening of national capacities and policy processes were needed? c. Are UNDP programme tools appropriate for responding to evolving development priorities?	2	3	-
<b>Indicator 5.</b> UNDP programme is responsive to gender-specific development concerns ( <b>Responsiveness to gender concerns</b> )	<b>Guiding Questions.</b> a. Did UNDP respond to immediate gender-specific development/ peace concerns? b. Did UNDP prioritize gender-specific development/ peace concerns that require longer-term solutions?	3	3	-
<b>Indicator 6.</b> Programme is responsive to groups at risk of being left behind ( <b>Responsiveness to groups at risk of being left behind</b> )	<b>Guiding Questions.</b> a. Did UNDP prioritize LNOB concerns and assign resources accordingly? b. Did UNDP assess who is experiencing multiple and intersecting forms of discrimination and	2	3	-

	inequalities, as well as how and why? c. Did UNDP prioritize policy/ advocacy support in the select areas of LNOB? d. To what extent did UNDP programme design and implementation favour the participation and empowerment of identified left-behind groups?			
<b>Criteria 2: Coherence.</b> The compatibility of the programme within and with other programmes in a country; Internal and external coherence.		<b>Outcome 2 Coherence Rating</b>		<b>1.80</b>
		<b>Output 2.1 Coherence Rating</b>	<b>Output 2.2 Coherence Rating</b>	<b>Output 2.3 Coherence Rating</b>
		<b>1.67</b>	<b>1.92</b>	<b>-</b>
<b>Sub Criteria 2.A. Internal programme coherence: UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</b>		<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Indicator 7.</b> Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution ( <b>Linkages between programme levels</b> )	<b>Guiding Questions.</b> a. Did programme/ project design take into consideration complementary areas of UNDP support in design and practice? b. Did UNDP map cross-cutting thematic programme areas within its support? c. Did programme /project design take into consideration complementary areas of UNDP support (outputs and outcomes)? d. Were joint outcomes identified and common approaches applied? e. Are resources aggregated for a more consolidated response?	2	2	-
<b>Indicator 8.</b> An integrated, issue-based programming approach was adopted to enhance development results in accordance with Signature Solutions (e.g., poverty and environment, climate change adaptation and sustainable livelihoods) ( <b>Integrated programming pursued</b> )	<b>Guiding Questions.</b> a. Did UNDP map the synergies between the thematic areas it supports (for example, poverty and environment; poverty and climate change adaptation; governance and local development)? b. Were integrated programme outcomes pursued? c. Were common approaches applied? d. Was the country programme team structured to enable integrated programming? e. Are there staff incentives in place to encourage joint initiatives?	2	2	-
<b>Sub Criteria 2.B. External programme coherence; UNDP proactively pursued the New Way of Working in Select areas</b>		<b>1.33</b>	<b>1.83</b>	<b>-</b>
<b>Indicator 9</b> UNDP established strategic and programmatic partnerships with government development initiatives ( <b>Strategic partnership with government</b> )	<b>Guiding Questions.</b> a. Were programming context risks collectively dealt with? b. Did UNDP programme and approaches improve strategic partnership with the government (in terms of	2	3	-

	aligning with government initiatives)? c. Were UNDP programme choices and programme approaches appropriate for promoting longer-term development/ peace efforts?			
<b>Indicator 10.</b> UNDP established strategic partnerships with United Nations agencies ( <b>Strategic partnership with the UN agencies</b> )	<b>Guiding Questions.</b> a. To what extent were partnerships forged with United Nations agencies to enable a coherent programme response within UNSDCF? b. Did UNDP programme approaches improve cooperation with United Nations agencies or enhance synergies within UNSDCF? c. Were partnerships established with United Nations agencies beyond funding-related joint projects? d. Did partnerships with United Nations agencies contribute to the consolidation of development outcomes? e. Did partnerships with United Nations agencies enable sector programme models, improve the sustainability of outputs, and improve the level of outcomes achieved?	1	1	-
<b>Indicator 11.</b> UNDP optimized its 'integrator role' mandate ( <b>Optimised integrator role</b> )	<b>Guiding Questions.</b> a. Did the UNDP integrator role manifest within the United Nations Development System? b. Did UNDP rearticulate its role within the United Nations Development System /Mission / Peace operations (as applicable) post Resident Coordinator delinking? c. Did UNDP reposition itself in key areas of its support after United Nations reforms and Resident Coordinator delinking? d. How successful was UNDP in proactively facilitating Signature Solutions that would bring together different sectoral actors?	1	1	-
<b>Indicator 12.</b> UNDP established strategic partnerships with bilateral actors/IFIs ( <b>Strategic partnerships with IFIs/ bilateral actors</b> )	<b>Guiding Questions.</b> a. Were opportunities for programmatic partnerships with bilateral actors/ IFIs leveraged? b. Did the UNDP programme introduce innovative solutions?	1	2	-
<b>Indicator 13.</b> UNDP established strategic partnerships with non-state actors (e.g., the media, civil society organizations (CSOs), academia, think tanks) ( <b>Strategic partnership with civil society</b> )	<b>Guiding Questions.</b> a. Did UNDP establish partnerships with non-state actors, beyond programme implementation? b. Did partnerships with non-state actors enable advocacy? c. Did partnerships with non-state actors enable interface	2	2	-

	with the State? d. Did such partnerships improve contributions to national development /peace efforts? e. To what extent did UNDP partnerships foster multi-stakeholder engagement and the co-creation of development solutions?			
<b>Indicator 14.</b> UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/ or for facilitating SDG financing ( <b>Strategic partnership with private sector</b> )	<b>Guiding Questions.</b> a. Did UNDP have a strategy for private sector engagement? b. Are UNDP tools appropriate for supporting private sector engagement in the country? c. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? d. Are there efforts by UNDP to facilitate private sector engagement at national/ local levels?	1	2	-
<b>Criteria 3: Efficiency.</b> The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context, maximizing utility of resources and achieving maximum operational efficacy.		<b>Outcome 2 Efficiency Rating</b>		<b>2.00</b>
		<b>Output 2.1 Efficiency Rating</b>	<b>Output 2.2 Efficiency Rating</b>	<b>Output 2.3 Efficiency Rating</b>
		<b>1.83</b>	<b>2.17</b>	<b>-</b>
<b>Sub Criteria 3.A. Timeliness</b>		<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Indicator 15.</b> Projects were completed according to established plans ( <b>Timely completion of projects</b> )	<b>Guiding Questions.</b> a. Did the project implementation and completion timeline follow the work plan? b. Were delays addressed in a timely manner? c. Did delays impact the contribution of UNDP to development results? d. Did delays increase the cost of the project? e. Did delays result in lost opportunities to link with national development efforts or resource mobilization? f. Were innovative practices developed to overcome recurrent operational challenges?	2	2	-
<b>Sub Criteria 3.B. Management and operational efficiency</b>		<b>1.67</b>	<b>2.33</b>	<b>-</b>
<b>Indicator 16.</b> Country programme has the necessary technical capacity to achieve programme results ( <b>Necessary technical capacity</b> )	<b>Guiding Questions.</b> a. Did UNDP adhere to programme quality standards set out in the Programme and Operations Policies and Procedures (POPPs)? b. Did UNDP programmes factor in upstream results? c. Did UNDP address programme risk in the design and implementation of projects? d. Was the country office efficient in allocating human resources to deliver programme results? e. Was the country office successful in mobilizing the	1	2	-

	aspired programme resources? f. Were there innovative practices developed to overcome recurrent operational challenges and/ or favour efficient delivery of programme results?			
<b>Indicator 17.</b> Programme resources were strategically allocated ( <b>Programme resources used strategically</b> )	Guiding Questions. a. Did UNDP ensure multiple sources of programme funding? b. Were UNDP financial resources optimized (for example, by building on outcomes with synergies)? c. Were human resources optimized by building on synergies between outputs and outcomes? d. Did the country office team structure enable joint programme efforts? e. Were resources efficiently and strategically allocated based on risk analysis?	1	2	-
<b>Indicator 18.</b> Estimated resources were mobilized pursuing appropriate, diverse, and sustainable funding streams ( <b>Mobilised planned resources</b> )		3	3	-
<b>Criteria 4: Effectiveness.</b> The extent to which the intervention has achieved, or is expected to achieve, its objectives and results, including any differential results across groups.		<b>Outcome 2 Effectiveness Rating</b>		<b>2.32</b>
		<b>Output 2.1 Effectiveness Rating</b>	<b>Output 2.2 Effectiveness Rating</b>	<b>Output 2.3 Effectiveness Rating</b>
		<b>2.13</b>	<b>2.50</b>	-
<b>Sub Criteria 4.A. Achievement/ eventual achievement of the stated outputs and outcomes</b>		<b>1.50</b>	<b>2.00</b>	-
<b>Indicator 19.</b> Programme outputs were achieved or will eventually be achieved ( <b>Programme outputs achieved</b> )	<b>Guiding Questions.</b> a. To what extent did UNDP achieve the programme outputs outlined in the results framework/ work plan/ CPD? b. Are the outputs/ outcomes located within/ linked to the institutional processes to achieve SDGs? c. Did programme output results contribute to SDG achievements in a meaningful way? d. Have measures been taken to link the outputs with other longer-term initiatives in the country by the government? e. Were output results delivered in partnership with other longer-term United Nations or IFI initiatives in the country? f. Did programme outputs include benefits for marginalized groups?	2	2	-
<b>Indicator 20.</b> UNDP has influenced (or is likely to influence) outcome-level results and processes ( <b>Influenced outcome-level results</b> )	<b>Guiding Questions.</b> a. Did UNDP achieve the programme outcomes outlined in the results framework/ work plan/ CPD? b. Did UNDP contribute to development outcomes and/ or processes?	1	2	-

	<p>c. Did UNDP contribute to development outcomes and processes with specific importance for advancing the SDGs?</p> <p>d. Did UNDP interventions strengthen institutional capacities and related processes?</p> <p>e. Did integrated programmes pursued by UNDP promote sustainable development/ peace?</p>			
<b>Sub Criteria 4.B. Programme inclusiveness (especially those at risk of being left behind)</b>		<b>2.00</b>	<b>3.00</b>	-
<b>Indicator 21.</b> Outcomes have been beneficial for those at risk of being left behind ( <b>Outcomes benefited those at risk of being left behind</b> )	<p><b>Guiding Questions.</b> a. Did UNDP results contribute to those left behind because of intersecting forms of discrimination and inequalities?</p> <p>b. Did UNDP contribute to addressing issues of those who are at risk of being left behind in rural/ urban areas?</p> <p>c. Did UNDP contribute to addressing the issues of the least developed regions of the country?</p> <p>d. Did UNDP contribute to strengthening policies/ programmes that would positively impact those left behind?</p> <p>e. Did UNDP contribute to youth empowerment development processes?</p> <p>f. Did UNDP balance its support to national and local development processes and link the two?</p>	2	3	-
<b>Sub Criteria 4.C. Prioritization of gender equality and women's empowerment</b>		<b>3.00</b>	<b>3.00</b>	-
<b>Indicator 22.</b> Outcomes have contributed to enhancing the processes for gender equality and women's empowerment ( <b>Outcomes contributed to GEWE</b> )	<p><b>Guiding Questions.</b> a. Did UNDP contribute to gender-inclusive development processes?</p> <p>b. Did UNDP make concerted efforts to promote GEWE at policy level?</p> <p>c. Did UNDP make concerted efforts to promote GEWE programming models?</p> <p>d. Did UNDP establish long-term partnerships to enhance its contribution to GEWE in development?</p>	3	3	-
<b>Sub Criteria 4.D. Prioritization of development innovation</b>		<b>2.00</b>	<b>2.00</b>	-
<b>Indicator 23.</b> UNDP took measures to enable development innovation ( <b>Enabled development innovation</b> )	<p><b>Guiding Questions.</b> a. Did UNDP prioritise development innovation in its support areas?</p> <p>b. Were innovative development practices promoted by UNDP scaled-up/ institutionalised?</p> <p>c. Was UNDP successful in promoting innovative development practices within the United Nations country team?</p> <p>d. Was UNDP successful in promoting innovative development practices among wider development actors?</p>	2	2	-

	e. Were Accelerator Labs successful in enabling innovative practices?			
<b>Criteria 5: Sustainability.</b> The extent to which the results of UNDP interventions are likely to sustain and carried forward		<b>Outcome 2 Sustainability Rating</b>		<b>2.25</b>
		<b>Output 2.1 Sustainability Rating</b>	<b>Output 2.2 Sustainability Rating</b>	<b>Output 2.3 Sustainability Rating</b>
		<b>1.83</b>	<b>2.67</b>	<b>-</b>
<b>Sub Criteria 5.A. Sustainable capacity</b> Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory		<b>1.67</b>	<b>2.33</b>	<b>-</b>
<b>Indicator 24.</b> Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion <b>(Capacities improved)</b>	<b>Guiding Questions.</b> a. To what extent did positive changes enabled by the UNDP programme contribute to the development trajectory in the country? (This includes scaling up successful programme models). b. Are the intended individual beneficiary groups and/ or institutions equipped with knowledge/ skills/ partnerships to continue with programmeor project-related efforts after their completion? c. Did UNDP take measures to ensure that the capacities achieved and/ or transfer of knowledge/ technologies could be sustained? d. Did UNDP take measures to institutionalize positive changes achieved at local/ national level, whether in policy processes or institutional practices?	1	2	-
<b>Indicator 25.</b> Measures were taken to facilitate national ownership of programme results <b>(Ensured national ownership)</b>	<b>Guiding Questions.</b> a. Did UNDP take measures to ensure linkages with national policies and programmes? b. Did the programme implementation process enable national ownership? c. Did UNDP ensure the participation of non-state actors (CSOs and others)? d. Did UNDP leverage CSO and local innovation networks to promote the adaptation and/ or development of locally owned and sources innovations?	3	3	-
<b>Indicator 26.</b> Measures are taken to promote scale-up <b>(Promoted scaling up)</b>	<b>Guiding Questions.</b> a. Has UNDP supported efforts to mobilize private sector funding for development? b. Have programmatic partnerships been established with agencies with complementary initiatives to take forward what has been achieved by UNDP support? c. To what extent have UNDP interventions been (or are likely to be) scaled up by government, donors, private sector or others?	1	2	-
<b>Sub Criteria 5.B. Financing for development</b>		<b>2.00</b>	<b>3.00</b>	<b>-</b>

<b>Indicator 27.</b> Financial and human resource needs for sustaining/ scaling results achieved are addressed <b>(Enabled development financing)</b>	<b>Guiding Questions.</b> a. To what extent did UNDP prioritize development financing? b. Did UNDP use appropriate tools for facilitating development financing? c. Was UNDP successful in facilitating development financing? d. Did UNDP support efforts to address institutional bottlenecks in development financing?	2	3	-
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- v. Disaggregated Performance Rating for Outcome 3: By 2023, government institutions at national and regional levels are accountable and transparent, engaging citizens in participatory decision-making processes

<b>CPD Outcome 3: By 2023, government institutions at national and regional levels are accountable and transparent, engaging citizens in participatory decision-making processes</b>			
		<b>Output 3.1:</b> Government institutions (e.g., ACC, Parliament, Office of the Prime Minister (OPM), Office of the Ombudsperson, Ministry of Justice (MOJ) at national and regional levels enabled to perform core functions for improved accountability, participation, representation, and reporting	<b>Output 3.2.</b> Capacities developed across the whole of Government to integrate the 2030 Agenda, especially gender equality, into development plans and budgets
<b>Criteria 1: Relevance.</b> The extent to which the programme objectives and design respond to country/ beneficiary needs and continue to do so if circumstances change; the degree of alignment with human development needs, UNDP mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices.		<b>Outcome 3 Relevance Rating</b>	<b>2.83</b>
		<b>Output 3.1 Relevance Rating</b>	<b>Output 3.2 Relevance Rating</b>
		<b>2.83</b>	<b>2.83</b>
<b>Sub Criteria 1.A. Adherence to national development priorities</b>		<b>3.00</b>	<b>3.00</b>
<b>Indicator 1.</b> Country programme responded to major development priorities in the country as defined in the	<b>Guiding Questions.</b> a. Does the programming context pose significant challenges for achieving the proposed outputs and outcomes?	3	3



country's development plan, SDGs, or sector policies ( <b>Responsiveness to national priorities</b> )	<p>b. Did UNDP respond to significant gaps in the government and international response in the area of assessment (in terms of already existing policies and institutional mechanisms)?</p> <p>c. Did UNDP respond to key gaps that needed an immediate programme response?</p> <p>d. Did UNDP respond to SDG priorities that needed a longer-term programme response?</p>		
<b>Sub Criteria 1.B. Alignment with UN/UNDP goals</b>		<b>3.00</b>	<b>3.00</b>
<b>Indicator 2</b> Country programme responded to UNDP Signature Solutions ( <b>Responsiveness to UNDP Signature Solutions</b> )	<p><b>Guiding Questions.</b> a. Did the UNDP choice of areas in the United Nations Sustainable Development Cooperation Framework (UNSDCF) reflect its comparative advantage?</p> <p>b. Did UNDP programmes align with Signature Solutions covered by the country programme?</p> <p>c. Is UNDP support critical for achieving national development outcomes?</p> <p>d. Did UNDP programme outcomes enable the advancement of the SDGs?</p>	3	3
<b>Sub Criteria 1.C. Relevance of programme priorities: UNDP programme priorities add value to national policy and programme processes</b>		<b>2.50</b>	<b>2.50</b>
<b>Indicator 3.</b> Programme adds value to ongoing efforts at the country level ( <b>Value addition</b> )	<p><b>Guiding Questions.</b> a. Does UNDP support add value to ongoing efforts at the country level?</p> <p>b. Do UNDP interventions reflect its organizational comparative advantage to support medium- to longer-term development/ peace efforts?</p> <p>c. To what extent does UNDP prioritize innovative approaches through the transfer of technology, South-South cooperation, or co-creation with local innovation ecosystems?</p>	3	3
<b>Indicator 4.</b> Programme is responsive to changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability ( <b>Responsiveness to evolving development needs</b> )	<p><b>Guiding Questions.</b> a. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support?</p> <p>b. Did the programme respond to changing national priorities where strengthening of national capacities and policy processes were needed?</p> <p>c. Are UNDP programme tools appropriate for responding to evolving development priorities?</p>	3	3
<b>Indicator 5.</b> UNDP programme is responsive to gender-specific development concerns ( <b>Responsiveness to gender concerns</b> )	<p><b>Guiding Questions.</b> a. Did UNDP respond to immediate gender-specific development/ peace concerns?</p> <p>b. Did UNDP prioritize gender-specific development/ peace concerns that require longer-term solutions?</p>	2	2

<b>Indicator 6.</b> Programme is responsive to groups at risk of being left behind ( <b>Responsiveness to groups at risk of being left behind</b> )	<b>Guiding Questions.</b> a. Did UNDP prioritize LNOB concerns and assign resources accordingly? b. Did UNDP assess who is experiencing multiple and intersecting forms of discrimination and inequalities, as well as how and why? c. Did UNDP prioritize policy/ advocacy support in the select areas of LNOB? d. To what extent did UNDP programme design and implementation favour the participation and empowerment of identified left-behind groups?	2	2
<b>Criteria 2: Coherence.</b> The compatibility of the programme within and with other programmes in a country; Internal and external coherence.		<b>Outcome 3 Coherence Rating</b>	<b>2.17</b>
		<b>Output 3.1 Coherence Rating</b>	<b>Output 3.2 Coherence Rating</b>
		<b>2.17</b>	<b>2.17</b>
<b>Sub Criteria 2.A. Internal programme coherence: UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</b>		<b>2.00</b>	<b>2.00</b>
<b>Indicator 7.</b> Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution ( <b>Linkages between programme levels</b> )	<b>Guiding Questions.</b> a. Did programme/ project design take into consideration complementary areas of UNDP support in design and practice? b. Did UNDP map cross-cutting thematic programme areas within its support? c. Did programme /project design take into consideration complementary areas of UNDP support (outputs and outcomes)? d. Were joint outcomes identified and common approaches applied? e. Are resources aggregated for a more consolidated response?	2	2
<b>Indicator 8.</b> An integrated, issue-based programming approach was adopted to enhance development results in accordance with Signature Solutions (e.g., poverty and environment, climate change adaptation and sustainable livelihoods) ( <b>Integrated programming pursued</b> )	<b>Guiding Questions.</b> a. Did UNDP map the synergies between the thematic areas it supports (for example, poverty and environment; poverty and climate change adaptation; governance and local development)? b. Were integrated programme outcomes pursued? c. Were common approaches applied? d. Was the country programme team structured to enable integrated programming? e. Are there staff incentives in place to encourage joint initiatives?	2	2

Sub Criteria 2.B. External programme coherence; UNDP proactively pursued the New Way of Working in Select areas		2.33	2.33
<b>Indicator 9</b> UNDP established strategic and programmatic partnerships with government development initiatives <b>(Strategic partnership with government)</b>	<b>Guiding Questions.</b> a. Were programming context risks collectively dealt with? b. Did UNDP programme and approaches improve strategic partnership with the government (in terms of aligning with government initiatives)? c. Were UNDP programme choices and programme approaches appropriate for promoting longer-term development/ peace efforts?	3	3
<b>Indicator 10.</b> UNDP established strategic partnerships with United Nations agencies <b>(Strategic partnership with the UN agencies)</b>	<b>Guiding Questions.</b> a. To what extent were partnerships forged with United Nations agencies to enable a coherent programme response within UNSDCF? b. Did UNDP programme approaches improve cooperation with United Nations agencies or enhance synergies within UNSDCF? c. Were partnerships established with United Nations agencies beyond funding-related joint projects? d. Did partnerships with United Nations agencies contribute to the consolidation of development outcomes? e. Did partnerships with United Nations agencies enable sector programme models, improve the sustainability of outputs, and improve the level of outcomes achieved?	2	2
<b>Indicator 11.</b> UNDP optimized its 'integrator role' mandate <b>(Optimised integrator role)</b>	<b>Guiding Questions.</b> a. Did the UNDP integrator role manifest within the United Nations Development System? b. Did UNDP rearticulate its role within the United Nations Development System /Mission / Peace operations (as applicable) post Resident Coordinator delinking? c. Did UNDP reposition itself in key areas of its support after United Nations reforms and Resident Coordinator delinking? d. How successful was UNDP in proactively facilitating Signature Solutions that would bring together different sectoral actors?	3	3
<b>Indicator 12.</b> UNDP established strategic partnerships with bilateral actors/IFIs <b>(Strategic partnerships with IFIs/ bilateral actors)</b>	<b>Guiding Questions.</b> a. Were opportunities for programmatic partnerships with bilateral actors/ IFIs leveraged?	1	1

	b. Did the UNDP programme introduce innovative solutions?		
<b>Indicator 13.</b> UNDP established strategic partnerships with non-state actors (e.g., the media, civil society organizations (CSOs), academia, think tanks) <b>(Strategic partnership with civil society)</b>	<b>Guiding Questions.</b> a. Did UNDP establish partnerships with non-state actors, beyond programme implementation? b. Did partnerships with non-state actors enable advocacy? c. Did partnerships with non-state actors enable interface with the State? d. Did such partnerships improve contributions to national development /peace efforts? e. To what extent did UNDP partnerships foster multi-stakeholder engagement and the co-creation of development solutions?	3	3
<b>Indicator 14.</b> UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/ or for facilitating SDG financing <b>(Strategic partnership with private sector)</b>	<b>Guiding Questions.</b> a. Did UNDP have a strategy for private sector engagement? b. Are UNDP tools appropriate for supporting private sector engagement in the country? c. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? d. Are there efforts by UNDP to facilitate private sector engagement at national/ local levels?	2	2
<b>Criteria 3: Efficiency.</b> The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context, maximizing utility of resources and achieving maximum operational efficacy.		<b>Outcome 3 Efficiency Rating</b>	<b>1.83</b>
		<b>Output 3.1 Efficiency Rating</b>	<b>Output 3.2 Efficiency Rating</b>
		<b>1.83</b>	<b>1.83</b>
<b>Sub Criteria 3.A. Timeliness</b>		<b>2.00</b>	<b>2.00</b>
<b>Indicator 15.</b> Projects were completed according to established plans <b>(Timely completion of projects)</b>	<b>Guiding Questions.</b> a. Did the project implementation and completion timeline follow the work plan? b. Were delays addressed in a timely manner? c. Did delays impact the contribution of UNDP to development results? d. Did delays increase the cost of the project? e. Did delays result in lost opportunities to link with national development efforts or resource mobilization? f. Were innovative practices developed to overcome recurrent operational challenges?	2	2
<b>Sub Criteria 3.B. Management and operational efficiency</b>		<b>1.67</b>	<b>1.67</b>

<b>Indicator 16.</b> Country programme has the necessary technical capacity to achieve programme results <b>(Necessary technical capacity)</b>	<b>Guiding Questions.</b> a. Did UNDP adhere to programme quality standards set out in the Programme and Operations Policies and Procedures (POPPs)? b. Did UNDP programmes factor in upstream results? c. Did UNDP address programme risk in the design and implementation of projects? d. Was the country office efficient in allocating human resources to deliver programme results? e. Was the country office successful in mobilizing the aspired programme resources? f. Were there innovative practices developed to overcome recurrent operational challenges and/ or favour efficient delivery of programme results?	2	2
<b>Indicator 17.</b> Programme resources were strategically allocated <b>(Programme resources used strategically)</b>	<b>Guiding Questions.</b> a. Did UNDP ensure multiple sources of programme funding? b. Were UNDP financial resources optimized (for example, by building on outcomes with synergies)? c. Were human resources optimized by building on synergies between outputs and outcomes? d. Did the country office team structure enable joint programme efforts? e. Were resources efficiently and strategically allocated based on risk analysis?	1	1
<b>Indicator 18.</b> Estimated resources were mobilized pursuing appropriate, diverse, and sustainable funding streams <b>(Mobilised planned resources)</b>		2	2
<b>Criteria 4: Effectiveness.</b> The extent to which the intervention has achieved, or is expected to achieve, its objectives and results, including any differential results across groups.		<b>Outcome 3 Effectiveness Rating</b>	<b>2.38</b>
		<b>Output 3.1 Effectiveness Rating</b>	<b>Output 3.2 Effectiveness Rating</b>
		<b>2.38</b>	<b>2.38</b>
<b>Sub Criteria 4.A. Achievement/ eventual achievement of the stated outputs and outcomes</b>		<b>2.50</b>	<b>2.50</b>
<b>Indicator 19.</b> Programme outputs were achieved or will eventually be achieved <b>(Programme outputs achieved)</b>	<b>Guiding Questions.</b> a. To what extent did UNDP achieve the programme outputs outlined in the results framework/ work plan/ CPD? b. Are the outputs/ outcomes located within/ linked to the institutional processes to achieve SDGs? c. Did programme output results contribute to SDG achievements in a meaningful way? d. Have measures been taken to link the outputs with other longer-term initiatives in the country by the government?	3	3

	<p>e. Were output results delivered in partnership with other longer-term United Nations or IFI initiatives in the country?</p> <p>f. Did programme outputs include benefits for marginalized groups?</p>		
<b>Indicator 20.</b> UNDP has influenced (or is likely to influence) outcome-level results and processes ( <b>Influenced outcome-level results</b> )	<p><b>Guiding Questions.</b> a. Did UNDP achieve the programme outcomes outlined in the results framework/ work plan/ CPD?</p> <p>b. Did UNDP contribute to development outcomes and/ or processes?</p> <p>c. Did UNDP contribute to development outcomes and processes with specific importance for advancing the SDGs?</p> <p>d. Did UNDP interventions strengthen institutional capacities and related processes?</p> <p>e. Did integrated programmes pursued by UNDP promote sustainable development/ peace?</p>	2	2
<b>Sub Criteria 4.B. Programme inclusiveness (especially those at risk of being left behind)</b>		<b>2.00</b>	<b>2.00</b>
<b>Indicator 21.</b> Outcomes have been beneficial for those at risk of being left behind ( <b>Outcomes benefited those at risk of being left behind</b> )	<p><b>Guiding Questions.</b> a. Did UNDP results contribute to those left behind because of intersecting forms of discrimination and inequalities?</p> <p>b. Did UNDP contribute to addressing issues of those who are at risk of being left behind in rural/ urban areas?</p> <p>c. Did UNDP contribute to addressing the issues of the least developed regions of the country?</p> <p>d. Did UNDP contribute to strengthening policies/ programmes that would positively impact those left behind?</p> <p>e. Did UNDP contribute to youth empowerment development processes?</p> <p>f. Did UNDP balance its support to national and local development processes and link the two?</p>	2	2
<b>Sub Criteria 4.C. Prioritization of gender equality and women's empowerment</b>		<b>2.00</b>	<b>2.00</b>
<b>Indicator 22.</b> Outcomes have contributed to enhancing the processes for gender equality and women's empowerment ( <b>Outcomes contributed to GEWE</b> )	<p><b>Guiding Questions.</b> a. Did UNDP contribute to gender-inclusive development processes?</p> <p>b. Did UNDP make concerted efforts to promote GEWE at policy level?</p> <p>c. Did UNDP make concerted efforts to promote GEWE programming models?</p> <p>d. Did UNDP establish long-term partnerships to enhance its contribution to GEWE in development?</p>	2	2
<b>Sub Criteria 4.D. Prioritization of development innovation</b>		<b>3.00</b>	<b>3.00</b>

<b>Indicator 23.</b> UNDP took measures to enable development innovation <b>(Enabled development innovation)</b>	<b>Guiding Questions.</b> a. Did UNDP prioritise development innovation in its support areas? b. Were innovative development practices promoted by UNDP scaled-up/ institutionalised? c. Was UNDP successful in promoting innovative development practices within the United Nations country team? d. Was UNDP successful in promoting innovative development practices among wider development actors? e. Were Accelerator Labs successful in enabling innovative practices?	3	3
<b>Criteria 5: Sustainability.</b> The extent to which the results of UNDP interventions are likely to sustain and carried forward		<b>Outcome 3 Sustainability Rating</b>	<b>2.17</b>
		<b>Output 3.1 Sustainability Rating</b>	<b>Output 3.2 Sustainability Rating</b>
		<b>2.17</b>	<b>2.17</b>
<b>Sub Criteria 5.A. Sustainable capacity</b> Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory		<b>2.33</b>	<b>2.33</b>
<b>Indicator 24.</b> Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion <b>(Capacities improved)</b>	<b>Guiding Questions.</b> a. To what extent did positive changes enabled by the UNDP programme contribute to the development trajectory in the country? (This includes scaling up successful programme models). b. Are the intended individual beneficiary groups and/ or institutions equipped with knowledge/ skills/ partnerships to continue with programme or project-related efforts after their completion? c. Did UNDP take measures to ensure that the capacities achieved and/ or transfer of knowledge/ technologies could be sustained? d. Did UNDP take measures to institutionalize positive changes achieved at local/ national level, whether in policy processes or institutional practices?	3	3
<b>Indicator 25.</b> Measures were taken to facilitate national ownership of programme results <b>(Ensured national ownership)</b>	<b>Guiding Questions.</b> a. Did UNDP take measures to ensure linkages with national policies and programmes? b. Did the programme implementation process enable national ownership? c. Did UNDP ensure the participation of non-state actors (CSOs and others)? d. Did UNDP leverage CSO and local innovation networks	3	3

	to promote the adaptation and/ or development of locally owned and sources innovations?		
<b>Indicator 26.</b> Measures are taken to promote scale-up ( <b>Promoted scaling up</b> )	<b>Guiding Questions.</b> a. Has UNDP supported efforts to mobilize private sector funding for development? b. Have programmatic partnerships been established with agencies with complementary initiatives to take forward what has been achieved by UNDP support? c. To what extent have UNDP interventions been (or are likely to be) scaled up by government, donors, private sector or others?	1	1
<b>Sub Criteria 5.B. Financing for development</b>		<b>2.00</b>	<b>2.00</b>
<b>Indicator 27.</b> Financial and human resource needs for sustaining/ scaling results achieved are addressed ( <b>Enabled development financing</b> )	<b>Guiding Questions.</b> a. To what extent did UNDP prioritize development financing? b. Did UNDP use appropriate tools for facilitating development financing? c. Was UNDP successful in facilitating development financing? d. Did UNDP support efforts to address institutional bottlenecks in development financing?	2	2