



Namibia UN Partnership Framework 2014-18 Mid-Term Review



Nicholas Siwingwa
Independent Consultant
October 2016

Table of Contents

Table of Contents	2
ACKNOWLEDGEMENTS	5
LIST OF ABBREVIATIONS	6
1. EXECUTIVE SUMMARY	8
1.1. Background and Context	8
1.2. Findings	8
1.3. Conclusions	10
1.4. Recommendations	11
1.1.1 <i>Emerging context</i>	11
1.1.2 <i>Coordination</i>	12
1.2.1. <i>Reporting</i>	12
1.2.2. <i>Capacity</i>	12
2. INTRODUCTION	14
3. BACKGROUND AND MTR PROCESS	16
3.1. Objective of the review	16
3.2. Scope of the Mid Term Review	16
3.3. Approach and methodology	17
3.4. Limitations to the review	18
4. THE DEVELOPMENT CONTEXT	19
4.1. Country Context	19
4.2. United Nations: Agenda 2030 and the SDGs	20
4.3. African Union (AU): Agenda 2063	21
4.4. GRN: Harambee Prosperity Plan (HPP) ...	22
4.5. GRN: Fifth National Development Plan (NDP5)	22
4.6. Namibia: Emergency and Drought	23
2 The UN System in Namibia	25



2.1	UNPAF Assumptions	28
3	FINDINGS	29
3.1	General Observations	29
3.2	Performance of the UNPAF – Results Matrix	30
3.2.1	<i>Pillar 1 – Institutional Environment</i>	31
3.2.2	<i>Pillar 2 – Education and Skills</i>	31
3.2.3	<i>Pillar 3 – Health.....</i>	31
3.2.4	<i>Pillar 4 – Poverty Reduction.....</i>	31
3.3	Adequacy of the coordination and management mechanisms for oversight of the UNPAF	31
3.3.1	<i>GRN mechanisms.....</i>	32
3.3.2	<i>GRN – UN mechanisms.....</i>	33
3.3.3	<i>Pillar Coordination Committees.....</i>	33
3.3.4	<i>Delivering as One.....</i>	35
3.4	Innovation and best practice in UN support	38
3.5	Scalability / Replicability of the UNPAF ..	40
3.6	Sustainability of the UNPAF.....	41
3.7	Relevance given the changing context ...	43
3.8	Emergency support.....	49
3.9	UN’s readiness to deliver the UNPAF and support Namibia’s development goals	52
3.9.1	<i>Capacity Assessment</i>	52
3.10	SWOT Analysis	54
4	CONCLUSIONS.....	56
4.1	General Conclusions	56
4.2	Specific Conclusions.....	56
5	RECOMMENDATIONS	60
5.1	General Recommendations	60



5.2	Changing development context.....	60
5.3	Coordination Mechanisms.....	61
5.4	Reporting – M&E	62
5.5	Delivering as One.....	63
5.6	Capacity Assessment	64
6	Annexes	68
6.1	Annex 1 – Terms of Reference.....	69
6.2	Annex 2 – List of People Met.....	81
6.3	ANNEX 3 – LIST OF DOCUMENTS REVIEWED	83
6.4	ANNEX 4 – CAPACITY ASSESSMENT QUESTIONNAIRE	84
6.5	ANALYSIS OF CAPACITY ASSESSMENT QUESTIONNAIRE	86



ACKNOWLEDGEMENTS

This was an independent review of the United Nations Partnership Framework (UNPAF) for Namibia, 2014 - 2018. However, without the organizational and logistical support extended to us, the work would have been rendered difficult. It is for this reason that the Mid-Term Review team takes this opportunity to thank all those in the United Nations System in the Republic of Namibia and the esteemed concerned authorities in the Government of the Republic of Namibia for the support extended to organize appointments, meetings and interviews during the entire duration of the review exercise.

Our sincere appreciation goes to the United Nations Resident Coordinator for a very focused and determined stance to ensure that this review was undertaken as planned. It was this that paved the way for most of the activities to proceed appreciably well. This together with the provision of relevant background documents, reports, minutes and various relevant materials from the Resident Coordinator's Office were extremely useful and contributed to providing great insight on this framework has been operating in the last two years. The team commends the RCO for its great help in availing this information.

Our thanks to the UN would be incomplete without a special word of thanks to the United Nations Country Team (UNCT) in Namibia for their availability to discuss with us sometimes at very short notice and sharing with us their deep understanding of the UNPAF in very frank and open discussions. We remain indebted to them in a large measure. Furthermore, our gratitude goes to the Programme Development Team, the Monitoring and Evaluation Team and the Operations Management Team. Their responsiveness to our requests is also deeply appreciated.

The MTR extends sincerest appreciation to the National Planning Commission (NPC) of the Government of the Republic of Namibia for the leadership and guidance. The MTR was well received and provided with most needed briefing which enabled us to navigate through the government implementing sectoral ministries. The briefings and detailed discussions at the ministries would have been difficult without the blessing of the NPC. All being said, however, this report, and in particular its findings, conclusions and recommendations are fully owned by the UNPAF Mid-Term Review team.

Namibia UNPAF 2014-18 Mid-Term Review team

Lead consultant: Nicholas R. Siwingwa

Assisting consultant: Neema L Siwingwa

October 2016



LIST OF ABBREVIATIONS

AU	African Union
AWP	Annual Work Plan
CADRI	Capacity for Disaster Reduction Initiative
CAP	Common African Position
CSO	Civil Society Organisations
DaO	Delivering as One
DRM	Disaster Risk Management
EYR	End Year Review
FAO	Food and Agriculture Organisation
GBV	Gender-based Violence
GDP	Gross Domestic Product
GRN	Government of the Republic of Namibia
HPP	Harambee Prosperity Plan
ILO	International Labour Organisation
IOM	International Organisation for Migration
JPS	Joint Programme of Support
JUTA	Joint UN team on AIDS
M&E	Monitoring & Evaluation
MDG	Millennium Development Goals
MOHSS	Ministry of Health and Social Services
MTCT	Mother to Child Transmission
MTR	Mid Term Review
MYR	Mid-Year Review
NDP4	Fourth National Development Plan
NDP5	Fifth National Development Plan
NPC	National Planning Commission
OMT	Operations Management Team
OPM	Office of the Prime Minister
PDT	Programme Development Team
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SADC	Southern African Development Community
SDG	Sustainable Development Goals
TWG	Technical Working Group
UMIC	Upper Middle Income Country
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commission for Refugees





1. EXECUTIVE SUMMARY

1.1. Background and Context

This is the mid-term review (MTR) of the United Nations Partnership Framework (UNPAF) for Namibia 2014-2018. The five-year UNPAF was jointly developed in 2012-13, with the Government of the Republic of Namibia (GRN), to be fully aligned with the NDP 4 (April 2012 – March 2017), the Vision 2030 road map and other national priorities. The UNPAF is the first “partnership” framework in keeping with the categorization of the development status of the Republic of Namibia as an upper middle-income country (UMIC) by the World Bank in 2009. In line with moving towards partnership, the UN System aimed to focus on supporting capacity development of national institutions; fostering multidisciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice. The UNPAF is organised around four pillars: Institutional Environment; Education and Skills; Health; and Poverty Reduction, which have twelve outcomes.

Progress against UNPAF outcomes is reviewed annually to assess key achievements for the year and contributions of each UN agency against each outcome detailed in the document. Performance of the overall framework was to be reviewed twice through the mid-term (2016) and end term (2018) reviews.

This UNPAF MTR is being conducted a little over the midpoint of the 5-year partnership framework, and there have been a number of changes in both the national and global development context, which affect Namibia and the UN system in general. There was the introduction of the Sustainable Development Goals (SDGs), the Harambee Prosperity Plan (HPP), the development of the Fifth National Development Plan (NDP5), as well as other emerging issues like the on-going drought and the macroeconomic challenges facing Namibia. The evolving context gives room for reflection at mid-term on how the UNPAF could support these new developments.

1.2. Findings

The findings for this review are derived primarily from the review of the UNPAF annual reports for implementation in 2014 and 2015; as well as interviews held with various stakeholders i.e. ministries responsible for each pillar and the corresponding UN

agencies; minutes of various forums, reports that were submitted to the MTR team, and as well as MTR observations.

The MTR found that the UN's partners indicated a vague understanding of the UNPAF, GRN counterparts recall being part of the formulation of the UNPAF and hearing about the launch, but did not seem to be aware that the programme is being implemented. Although GRN counterparts were aware of activities supported by individual UN agencies they were not clear that this support is being delivered under the framework of the UNPAF. Implementation arrangements were not clearly articulated or disseminated with the various implementing partners and key stakeholders. Some implementing partners mentioned a lack of transparency in terms of how they could access support under the UNPAF, again pointing to lack of clarity on the implementation arrangements. Once specific mention of the activities the UN was supporting was made, the link between UN agencies support to the implementing partners and the UNPAF became clearer.

This missing link was attributed to the delay in signing on to the UNPAF action plan and the rolling work plans, whilst UNPAF implementation started in 2014; the relevant documents were only signed in January 2015. Moreover, with the change in administration there was staff turnover in GRN, which unfortunately meant in some cases the disruption and/or loss of institutional memory, especially at decision making levels – this could have contributed to the slow uptake and dissemination of the UNPAF, its Action Plan and two year rolling work program. This was particularly evident in the National Planning Commission (NPC), where the UN interlocutor and UNPAF champion was promoted to Permanent Secretary but within another ministry. Ministry of Health and Social Services (MoHSS) also took time to sign onto the UNPAF and the UNPAF Action Plan, with very little support to the Action Plan; this too contributed to the lack of clarity on how the UN agency work in support of that ministry was linked to the UNPAF.

Flexibility and innovation: demonstrating relevance

The UN has also demonstrated flexibility and innovation in its support to GRN – moving away from UNPAF framework to provide much needed partnership support in emergency preparedness and response for the Disaster Risk Management function in the GRN; co-launching the domestication of the Sustainable Development Goals; sharing best practices and encouraging knowledge transfer in primary healthcare extension which led to GRN rolling out the program nationwide using its own funds.

Overall implementation of the UNPAF is deemed satisfactory, with a positive trajectory. Implementation happened despite the lack of overall coordination between GRN



and the UN, and within GRN and within the UN. The envisaged coordination mechanisms did not meet with the exception of the Education and Skills Pillar, which held regular government, and UN agency Pillar meetings and the UN agencies were said to be rather active in their sectoral review mechanisms.

The MTR also found the UNPAF to be relevant given the emerging development context, it has close alignment with the proposed NDP5, supporting three out of the four proposed pillars namely the social upliftment, environmental sustainability and good governance pillars. All of the current UNPAF outcomes have corresponding focus areas within NDP 5 and UNPAF outcomes cover almost half of the NDP focus areas (9 out of 19). This close alignment is also evident under the SDGs where UNPAF outcomes are aligned with 11 out of the 17 goals. Against the HPP, the UNPAF supports two of the four pillars (namely Effective Governance and Social Progression) – here UNPAF outcomes are 71 per cent aligned with HPP targets.

UN agencies have increasingly been asked to focus their attention on activities and programmes outside of the current scope of the UNPAF work programmes; many of these emerging issues could fall under the UNPAF pillars and broadly support UNPAF outcomes. There are however some areas for example protection from violence (violence against children) which have no close alignment with on-going UNPAF related work despite receiving support.

Despite the suboptimal coordination and management mechanisms UN support is well recognised and deemed relevant; there is potential for sustainability and scalability of UNPAF activities provided adequate resources are applied and retained.

1.3. Conclusions

As the very first partnership framework, the UNPAF 2014-2018 has provided an opportunity for UN agencies in Namibia for closer interface and recognition of the values and advantages of pooling resources and efforts in support of common goals and objectives.

Overall, the UN agencies are implementing the activities in support of the fourth NDP, which are reflected in the UNPAF's first two year rolling plans. There is demonstrated evidence that progress is being achieved, shown through corroborations from implementing partners and UN annual reports. However, implementation is happening amidst poor coordination in GRN, between GRN and the UN and within the UN; a strain on capacity and resources in both GRN and the UN; and an absence of clear performance management and an evaluation framework within GRN.

The UN has also demonstrated considerable flexibility and responsiveness around its support to GRN being innovative in some of its interventions by looking at areas outside



the scope of the UNPAF – namely in its support to protection from violence against children, and also in areas not clearly defined in the UNPAF like strengthening the capacity for emergency preparedness and responsiveness. The GRN realising that it needed a collective UN support channelled its request through the Resident Coordinator's Office (RCO). The RC together with the UNCT then devised their approach for meeting the request. A number of respondents from the implementing partners within GRN had indicated a desire to deal with One UN; this move demonstrates the continued desire to do so. The MTR acknowledges that there will be incidences where action targets specific agencies due to agency specific mandates however notes that this call for collective action greatly improves coordination.

Despite the challenges, the UNPAF is recognised to be relevant and addresses emerging development issues and policies, and it is encouraged to continue.

1.4. Recommendations

As the UNPAF is on course to implement foreseen activities and still deemed relevant, the MTR recommends that the bulk of those activities should be allowed to continue, albeit with some adjustments given the evolving reality. This continuation of the bulk of the activities will allow the national development process to take its course until the preparations for NDP5 are complete and emerging lessons can be utilised to streamline the UNPAF. More generally, GRN working together with the UN system needs to ensure that there is a common understanding of the framework across all levels of government supported by the framework as well as other stakeholders working in the Pillars supported by the UN system. The link between the UNPAF and the national development frameworks of Namibia have to be clearly defined and articulated by both GRN and the UN system, in order to leverage more mileage in the delivery of the development agenda. Clearer understanding of this link will also lead to a greater call to accountability of the UN system to live out the Reform Agenda commitments.

The implementation of the UNPAF can further be called to accountability through the support of the Civil Society Organizations (CSOs). Their strength in advocacy could be used in this sphere as well as in support to implementation.

1.1.1 Emerging context

The MTR recommends that GRN and the UN System should continue the UNPAF until 2018 aligning the 2017/18 work programs with the emerging development frameworks namely SDGs, the Harambee Prosperity Plan and the NDP5. Lessons from these two years will feed into the formulation of the next UNPAF. MTR recommends that the next UNPAF should be better aligned, in respect to the timeframe, with NDP5 i.e. the next phase of the UNPAF should run from 2019-2022. The MTR recommends some change to the activities in Pillar 1 on Institutional Environment, namely that the UNPAF should add



the emergency preparedness aspect into this Pillar to facilitate the strengthening of institutions to be able to better prepare and respond to emergencies. The MTR also recommends a decision to be made on how to support the governance aspect of this pillar given the dwindling capacity in the UN System.

Finally, the MTR also recommends that the formulation of the next UNPAF should not only include the requisite Country Assessment but also a prioritisation of focus and support using the criteria of comparative advantage and actual capacity to deliver.

1.1.2 Coordination

MTR recommends that the coordination mechanisms should be re-established, but to remove the Permanent Secretary's Forum. The GRN-UN Technical committee should meet at least once a year during regular UNPAF implementation, but more often during the planning for the next UNPAF. Pillar meetings should meet at least twice and one of these meetings should be preparation for broader sectoral forums, GRN participation in the Pillar meetings is a requirement with the PS for the relevant ministry co-chairing as it is in the Education and Skills Pillar.

1.2.1. Reporting

The MTR recommends that the GRN needs to ensure that its' reporting, and monitoring and evaluation framework is put in place for its various development plans. This will allow the UNPAF results matrix to be in full alignment with that of the GRN.

The UN's M&E Team should step up its support to not only the statistics component of Pillar 1 but also the monitoring and evaluation aspect of outcome 3 of that Pillar. The foreseen Strategy and Analysis Unit can also provide support in the area of data collection and analysis. GRN's capacity to track its progress should be developed alongside UN support to their programs – this will go a long way to develop true capacity for program and project management for effective development.

And finally strengthened GRN reporting and M&E capacity will also facilitate the alignment of UNPAF reporting to GRN development plans and strategies; it is strongly recommended that in order to further deepen GRN ownership of their development agenda that UN reporting and M&E systems should align to those being used by GRN.

1.2.2. Capacity

The MTR would like to highlight that GRN should seek to retain the capacity that is being developed by the UN System through its on-going interventions under the UNPAF. Effective delivery of the GRN's development plans hinge on adequate capacity, both human and institutional, to deliver. Coordination is another key area where GRN needs to develop its capacity especially if NPC is to play convening role for both ministries and



development partners, and then it should consider creating a role that will solely focus on coordination.

For the UN System the MTR would like to recommend the following:

1. The UN system needs to finalise its change management process so that implementation in the last two years of the UNPAF can be from a position of strength.
2. The MTR findings indicate the need for the following sector/thematic expertise: poverty reduction (economist); gender and governance. The change management process should specifically highlight the need for these program staff, and arrange to recruit them.
3. The UN system will also need to develop certain skills for program delivery including policy advocacy, communications, M&E, resource mobilisation, policy dialogue and negotiations. This should be done through training its staff; or through recruitment after the change management process is finalised.
4. The United Nations Country Team (UNCT) must ensure that all program staff undergo a results based management training so that they can meet the reporting requirement of the M&E Team. This will greatly improve the annual reports and performance tracking of the overall outcomes.
5. The UNCT should continue to pool resources (staff) especially in gender, communications, poverty reduction and economics.
6. More specifically programme management of the UNPAF is required through a capacitated and empowered Resident Coordinator's Office (RCO) function. The RCO needs a senior professional (preferably at P4/5 level) strong in programming to support and facilitate programme coordination. Agencies should be mutually accountable for increased programme coordination and striving to meet the Delivering as One (DaO) objectives, an empowered RCO should facilitate this. The senior RCO professional should be supported by an M&E officer as well as the existing Coordination Analyst and the Development Effectiveness officer.



2. INTRODUCTION

The GRN declared itself a self-starter/volunteer country to the implementation of the United Nations Reform agenda through the Delivering as One UN in April 2010. This started the process for cementing a partnership between the GRN and the UN system, particularly in support for Namibia's development agenda. This declaration was supported by the Aide Memoire on "**Enhanced GRN-UN Partnership through DaO in Namibia**" which later culminated in the development of the UNPAF 2014 -2018 "A Partnership for Growth, Job Creation and Equity". This declaration birthed a new way for the UN to engage with Namibia primarily moving from engagement based on development assistance to that based on development partnership. This partnership had some key principles which both parties felt that the application of would greatly contribute to the success of the partnership. The key principles were:

Government ownership and leadership of national development processes: The Government shall set and direct the agenda of the new strategic partnership.

Use of existing government systems: The UN coordination structures for the UNPAF shall nest into and utilise the NDP4 structures established for purposes of coordination, monitoring, evaluation and reporting at all levels.

Full alignment of UN country programmes with the NDP 4: The UNPAF will be aligned, programmatically, to the NDP4.

In furtherance of national development goals and objectives, and at the request of the GRN, ***implementation through the UN system, where appropriate, of government-funded sector programmes and projects.***

Leveraging the limited available resources: The UN will support the GRN in its endeavour to increase coherence, efficiency and effectiveness of programmes and projects and undertake measures to deliver more efficient and targeted utilisation of the UN's own resources and capacities.

Progressive and sequenced movement towards DaO: The UN shall move progressively and sequentially towards a nationally contextualised DaO mechanism.

The five-year UNPAF was jointly developed in 2012-13, with the GRN, to be fully aligned with the NDP 4 (April 2012 – March 2017), the Vision 2030 road map and other national priorities. The UNPAF is the first "partnership" framework in keeping with the categorization of the development status of the Republic of Namibia as an upper middle-income country (UMIC) by the World Bank in 2009. In line with moving towards partnership, the UN System aimed to focus on: supporting capacity development of national institutions; fostering multidisciplinary approaches to development;



strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice. This is the type of framework of assistance that best suits MICs, and typically requires a move away from downstream activities i.e. project implementation and more towards upstream activities i.e. policy advocacy.

The UNPAF is organised around four pillars: Institutional Environment; Education and Skills; Health; and Poverty Reduction, which have twelve outcomes.

The year 2014 marked the first year of UNPAF implementation. Progress against UNPAF outcomes is reviewed annually to assess key achievements for the year and contributions of each UN agency against each outcome detailed in the document. Performance of the overall framework was to be reviewed twice through a mid-term (2016) and end term (2017) reviews. This document reports on the mid-term progress of the UNPAF.



3. BACKGROUND AND MTR PROCESS

3.1. Objective of the review

The MTR is a joint initiative of the UN and the GRN. The overall purpose of the UNPAF MTR is to review the implementation of the UNPAF half way through its intended life, and to assess its continued relevance in light of the many changes in the local and international context.

The review had three stages. The first one being a review of the current context vis-à-vis the emerging development agenda for the post-2015 era in terms of the SDGs amongst others, and the UN 'Fit for Purpose' agenda. The second stage assessed the relevance of the UNPAF given the evolving global and national priorities; and the capability of the UN to deliver the UNPAF. Finally, the third stage provides recommendations for a way forward and any proposed adjustments to the UNPAF based on the changing context and the current progress.

The MTR engaged with the GRN at the coordination level i.e. the NPC and with implementing partners (other national counterparts i.e. ministries and civil society) and will serve as a guidance on implementation for the remainder of the UNPAF cycle, providing the UNCT with tangible evidence on the progress made and the gaps that exist.

3.2. Scope of the Mid Term Review

The MTR comprises the following components (detailed Terms of Reference (TORs) for this review are in the Annex):

1. Context Analysis: Taking into account the rapidly changing national context and development priorities as well as the emerging sustainable development agenda and the SDGs.
2. Progress of UNPAF implementation in the evolving context: assessment of the relevance of the current UNPAF in light of the current and emerging national and global development priorities; highlight the major achievements and lessons learnt since the UNPAF commenced in 2014; identify UN contributions, gaps and/or opportunities for further progress, to the country's development priorities as identified in the UNPAF results and indicators framework;
3. Assessing the capacity to deliver: The capacity assessment will provide an overall assessment and analysis of existing human resource capacities within the UN System and compare it against what is needed for the successful implementation of the UNPAF (2014-2018).



4. Sustainability: Assess a) whether the UNPAF has the capacity to sustain its operations in terms of financial and programmatic implementation; and b) how strong and/or sustainable the national systems are to continue delivering quality services to the Namibian population.

5. Scalability/Replicability: What components of the UNPAF show greater likelihood for scalability and why? How likely is the programme or its components to be scaled or replicated by relevant ministries in government?

6. Recommendations: Any need for adjustments to UNPAF design and architecture where relevant, and identifying entry points to increase UN relevance to deliver on the national priorities and new global sustainable development agenda. Other areas investigated include the validity of the logic of UNPAF Action Plans; the allocation of resources (people, money and time) vis-à-vis the expected results; how the gaps should be addressed to ensure expected results; whether joint programmes affect the delivery of UNPAF results; and the extent to which Delivering as One (DaO) is being implemented.

3.3. Approach and methodology

The main tool for the collection of data and information was through structured interviews with key informants (KIs) including the UN, GRN counterparts, civil society and development partners. The MTR was conducted in three phases.

Phase 1 was conducted through a literature review of key documents such as Vision 2030, the NDP 4, the UNPAF main document and related support documents such as annual work plans, progress reports, review reports etc.; as well as Skype meetings with the Programme Development Team (PDT) and the UNCT. A draft inception report was then prepared for review by RCO and UNCT before a final report was shared with wider UNPAF partners.

Phase 2 was conducted in country through consultations with UN staff and key partners at all levels and UNPAF beneficiaries where applicable to gauge on impact, and assess the performance of implementation. Unfortunately, field visits to selected UNPAF activities were not undertaken. For the capacity assessment, the MTR team used a questionnaire, and followed up on some of the issues in one-on-one discussions. This information is presented in a SWOT analysis to determine the nature and state of the capacity of the UN to deliver on the UNPAF as a whole.

The first draft report based on the review findings was presented during phase 3. Following the overall feedback, a second draft report for consideration by the UNCT and GRN counterparts was shared. A presentation of the review findings was conducted



during a validation workshop to obtain further feedback from participants. Based on this feedback the team will finalise the report and submit it to UN Resident Coordinator.

Following the MTR, the UNCT will review and discuss the findings and decide on mid-course alignment of UNFAP considering its capacity and the emerging development context.

3.4. Limitations to the review

The MTR team requested, through a detailed work programme, three weeks of interviews and data collection from various stakeholders in the UN and the GRN as well as development partners and CSOs. Unfortunately, requested preparations were haphazard and demonstrated organisational gaps. Attendance at a number of in-house meetings was low leading to limited participation and discussion. A number of subsequent meetings took a long time to organise or never took place at all. Some appointments at Government ministries were with staff that had little knowledge of UNPAF activities.

This review would therefore like to make the following suggestions to facilitate appropriate future follow up.

1. Inform the host government of the review: Advance information to the counterparts in the GRN-UN partnership framework, i.e. the National Planning Commission, of the upcoming review should have been made according to established procedures. This should have been followed by joint preparations.

2. Briefing material: The RCO should compile all the relevant documentation that would be required to be reviewed as part of the desk review, and provide it to the consultant(s) before the consultant starts the interviews and other data collection. Pillar TWG convenors should also provide where possible quality assurance of the information being sent to the consultants. An in-depth briefing meeting should also be conducted at the beginning of the review once the consultant is in country. Following this MTR, the RCO should be able to collate and file the information collected, which would be useful for general understanding of the UNPAF in to a central repository system.



4. THE DEVELOPMENT CONTEXT

This UNPAF MTR is being conducted a little over the midpoint of the 5-year partnership framework, and there have been a number of changes in the both the national and development context which affect Namibia and the UN system in general. The section below highlights the major contextual changes, which will affect the UNPAF, namely the introduction of the SDGs, the Harambee Prosperity Plan, the development of the National Development Plan 5, and other emerging issues like the on-going drought and the macroeconomic challenges facing Namibia.

4.1. Country Context

Namibia is an upper middle-income country (UMIC) facing a number of development challenges including high income inequality and incidence of poverty, high unemployment, weak institutional capacity and slow economic growth. Namibia has a small, open economy, which is largely dependent on the extraction, and limited processing, of minerals for the export market. This sector is the largest contributor to Namibia's GDP. The sector has however, faced a number of challenges after the global economic crisis, which have affected its contributions to the GDP. The Namibia economy has increasingly been diversified, with growing exports in fish and beef; as well as a more recent boom in the housing industry. Exports more generally however are still susceptible to external shocks namely reduced exports to South Africa and the Eurozone, which put pressure on the revenue reserves. The recent IMF Article IV consultations of the Namibian economy, held in September 2016, indicate an economic slowdown is anticipated in 2016, with a growth forecast of only 2.5 per cent compared to 5.3 per cent in the previous year. However, the growth rate is expected to rebound in 2017 and 2018, to over 5 per cent year fuelled by the commissioning and production of new mines. The Namibian government is lauded for being fiscally prudent, and has already embarked on measures towards fiscal consolidation. The economic outlook for the country remains favourable amidst on-going challenges in youth unemployment and income inequality.

Namibia is known to be one of the most arid countries in the world with a disaster-prone climate pattern. It covers an area of about 823,680 square kilometres. The country is bounded in the west by the Atlantic Ocean and shares borders with Angola, Zambia and Zimbabwe in the north, Botswana in the east and South Africa in the southeast and south. Its climate falls under the influence of two desert zones, one semi-arid, the Namib, extending along the 1,400 km of Namibia's coast line, and the other subtropical, the Kalahari, stretching eastward into Botswana. Most rains fall during sporadic storms in the summer months from September to February, and total annual rainfall varies greatly from year to year. Rainfall averages vary from less than 50 mm along the coast, to 700 mm in the northern regions. The rate of evaporation often rises



above 83% and less than 2% of land is arable because of limited rainfall. Some 81% of Namibia's population is therefore dependent on a semi-arid environment, which constitutes 50% of the total land area¹. The country has experienced natural disasters of various scales and nature. Most commonly, it is prone to floods, droughts, veldt fires, and disease outbreaks. These have had adverse effects on the communities, the economy, infrastructure and the environment, as well as the development priorities of the country.

Namibia has aspirations to become a prosperous and industrialised country enjoying peace, harmony and political stability by year 2030, as articulated in its Vision 2030 which has six pillars: 1) education; 2) science and technology; 3) health and development; 4) sustainable agriculture; 5) peace and social justice; and 6) gender equality – and it is expected to be implemented through successive five-year National Development Plans. The country is currently implementing NDP 4, which will end in March 2017. Preparations are underway to develop the subsequent NDP 5, which is expected to start in April 2017 and run through to March 2022.

The year 2014 saw Namibia go to the polls and voted in a new President, albeit within the same political party. The new administration was sworn in 2015, and there were several changes made to the government including the creation of new ministries e.g. Ministry of Poverty Eradication and Social Welfare and the upgrading of the NPC to a fully-fledged ministry: Ministry of Economic and National Planning. This new administration declared a “War on Poverty” and introduced the Harambee Prosperity Plan, which seeks to collectively improve the quality of life of the average Namibian and transform the economy of the Nation. President Geingob has great ambitions to eradicate poverty ahead of the global target of 2025, and therefore has placed a strong emphasis on tackling this issue.

4.2. United Nations: Agenda 2030 and the SDGs

The year 2015 saw the end of the delivery of the Millennium Development Goals (MDGs), and the introduction of the Agenda 2030 and the Sustainable Development Goals (SDGs). The SDGs are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. There are 17 SDGs, and they build on the successes of the MDGs, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success in one will

¹ UN Namibia Emergency Preparedness and Response Strategy, 2016



involve tackling issues more commonly associated with another. Namibia was part of the 10 member states African Union (AU) High Level Committee of the Post 2015 Development Agenda, contributing its thoughts and ideas towards the Common African Position (CAP) on the Post 2015 Development Agenda, which was Africa's input in the formulation of the SDGs.

The SDGs are premised on the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda seeking to tackle the root causes of poverty as well as to make a positive change for both people and planet. Namibia experienced a challenge in trying to achieve the MDGs namely because of limited national ownership and the perception that it was a UN driven process – furthermore there was minimal awareness with no champions to push the agenda forward. Moreover, the coordination framework was deemed weak, and there was no mechanism for financing the various activities, which could have facilitated meeting the goals. Given this experience, the Namibian government wanted to take a different approach to adopting the SDGs, by localising it, and ensuring that it is properly entrenched within its development plans. The Ministry of Economic Planning and the National Planning Commission is taking the lead in this exercise and will ensure that the relevant SDGs are reflected in the NDP5.



4.3. African Union (AU): Agenda 2063

The AU launched Agenda 2063 as part of its celebration of 50 years of the organisation. The AU decided to use this opportunity to rededicate itself to the attainment of a vision of 'Pan-Africanism and African Renaissance with a vision of "An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena"'. Agenda 2063 is a bottom-up strategic framework for socio-economic transformation of the continent in the 50 years leading up to 2063. It seeks to accelerate the implementation of past and existing continental initiatives for growth and

sustainable development. The agenda is based on seven aspirations: A prosperous Africa, based on inclusive growth and sustainable development; an integrated continent, politically united based on the ideals of Pan Africanism and the vision of Africa Renaissance; an Africa of good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa; Africa with a strong cultural identity, common heritage, values and ethics; an Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children; and Africa as a strong, united and influential global player and partner.



4.4. GRN: Harambee Prosperity Plan (HPP)

In April 2016, the President of Namibia formally launched the Harambee Prosperity Plan (April 2016 – March 2020), a targeted action plan to accelerate development in certain defined priority areas; the idea is that meeting the goals of this ambitious action plan shall translate to prosperity for Namibians. The plan is aligned with the national development plan framework, and is seen as a means to spearhead the initiatives to attain Vision 2030, by adding flexibility and targeting quick win reforms to unleash economic transformation, which will lead to bridging the income inequality divide. The Plan is hinged on four pillars: effective governance; economic advancement; social progression; and infrastructure development – with a total of 14 goals and outcomes. These pillars will be supported by a monitoring and evaluation framework, which will be led by the Office of the Prime Minister (OPM) and the NPC.



4.5. GRN: Fifth National Development Plan (NDP5)

This year marks the last year of implementation of the Fourth National Development Plan, and the NPC is spearheading the processing for preparing the next generation NDP that will cover the period 2017/18 to 2021/22. The plan draws on the premise of the principles of sustainable development and partnership, and is informed by the current

national, regional, continental and global development agendas. The plan has four pillars: economic progression, social upliftment; environmental sustainability; and good governance; these pillars are broken down into six aspirations, which will target 19 focus areas. The development of this plan is on-going, the National Planning Commission intend to have the document launched in March 2017 in time for implementation to start in the new fiscal year. At the launch of the NDP 5 there will be a review of NDP 4 as well as progress towards attaining the MDGs. The development of NDP5 has taken a more inclusive approach, engaging various levels of government including line ministries, agencies, and local government – this approach is expected to yield improved results in delivery of the new plan as stakeholders will have a sense of ownership due to their contributions towards its formulation. The UN System has also been heavily involved in the formulation of this new development plan, with each Pillar group solicited for information and feedback; as well as full-fledged participation in the validation workshop for the preliminary NDP5 document.



“Moving together towards prosperity”

4.6. Namibia: Emergency and Drought

Namibia has been prone to a number of natural disasters because of complex geophysical characteristics plus the related social circumstances. These include HIV/AIDS pandemic, deepening food insecurity and increasing challenges facing national institutions to effectively provide adequate social services. These have had a negative impact on the resilience and coping mechanisms of households. Hazards such as floods, drought and desertification are hampering progress in human development. The net result of the crisis is that limited resources intended for development have to be diverted to disaster response, which delays planned developmental programmes.

Given the protracted drought, the President of the Republic of Namibia, declared a state of emergency in all regions of the Republic of Namibia. During the declaration of the state of emergency, the Government requested assistance from ‘everyone who is ready to assist the government in its efforts to fight this drought’. The GRN has been financing all efforts towards alleviating the drought situation, the state emergency called for internal resource allocation to step up this support and not for a global appeal of funding. Up until the declaration of the state of emergency, the GRN had contributed N\$910 million in the last year towards alleviating the effects of the drought – in the areas of food security and sanitation. The government’s call for support could serve as an opportunity for the UN to consider broadening the scope of some of its interventions



under the UNPAF to be able to deliver in one of the areas where it has an obvious comparative advantage.

The UN is already providing support to resilience building through the UNPAF namely through interventions which are being implemented under the Poverty Reduction Pillar, however measures to ensure preparedness and recovery are strengthened could be further looked into.

The evolving context gives room for reflection at mid-term on how the UNPAF could support these new developments. This report will provide some insight on how the current UNPAF could contribute towards meeting these goals.



2 The UN System in Namibia

The UN system is considered a credible and trusted development partner of the GRN with a longstanding relationship across the various levels of government. There are thirteen resident UN agencies in Namibia, namely: United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Information Centre (UNIC), the United Nations Children’s Fund (UNICEF), the United Nations Volunteers (UNV), the World Food Programme (WFP), the United Nations Fund for Population Activities (UNFPA); the United Nations Development Programme (UNDP) and with specialised agencies such as the Food and Agriculture Organisation (FAO), the International Organisation for Migration (IOM), the United Nations Department of Safety and Security (UNDSS), the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the United Nations Office on Drugs and Crime (UNODC) and the World Health Organisation (WHO). In addition, there are seven non-Resident Agencies active in the country: International Labour Organisation (ILO), UN Women, International Civil Aviation Organisation (ICAO), UN Habitat, the United Nations Industrial Development Organisation (UNIDO) and United Nations High Commission for Refugees (UNHCR) and United Nations High Commission for Human Rights.

The long history of involvement in the development of the country gives the UN a unique and special role and relationship with the GRN, and especially in how it provides support on the development agenda. Following GRN’s declarations on being a self-starter/ volunteer country to the implementation of the United Nations Reform agenda through the Delivering as One (DaO)UN, the UN system in Namibia has set out to ensure that they meet the Reform aspirations. The key reform areas for DaO include one programme framework, one budgetary framework, one leader and one team (the UN Resident Coordinator and UNCT), one office and one voice.

The UN system put the following internal structures in place to facilitate DaO:

- UN Country Team – the overall decision-making body for UN activities;
- UNPAF PDT – has an oversight role of the UNPAF, its action plan and the two year rolling work programs as well as the common Resource Mobilisation Strategy (not yet developed). It coordinates programmatic issues of all Pillars and tries to minimise duplications and maximise efficient use of scarce resources; and it provides oversight of the joint programmes. PDT reports to UNCT for decision making. PDT chair is the co-chair of the GRN-UN Technical Committee;
- Monitoring & Evaluation Working Group – to support the reporting, monitoring and evaluation of the UNPAF and joint programmes;



- Joint UN Team on AIDS (JUTA) – provides coherence and oversight of HIV and AIDS interventions across all four UNPAF pillars and a platform for joint engagement by the UN in national planning and review processes and global reporting obligations on HIV and AIDS – reports to the UNCT on a monthly basis;
- UN Gender Theme Group - Supports the implementation and monitoring of gender related issues in the UNPAF, with a specific focus on the implementation and progress towards Outcome 9: National Gender Plan of Action and Gender-Based Violence Plan of Action. GTG provides guidance, and participates in human rights and gender related processes i.e. national processes, inter-governmental processes, commemorations of international, regional and national days; and advocate for the implementation of international commitments relevant to gender work. GTG reports to PDT who in turns reports on their progress to UNCT;
- Operations Management (OMT) – supports internal coherence, enhanced efficiency and effectiveness of the UN Country Team. Within context of the Business Operations Strategy (BOS), OMT jointly works on 6 common results areas: Common services, Procurement, Human resources, ICT, HACT & Finance;
- And Communicating as One to be coordinated through the UN Communications Group (UNCG).

Figure 1: UN Delivering as One framework



With respect to One programme, the UN system in collaboration with GRN undertook to develop UNPAF (2014-2018) based on the premise of the UN reforms; and the GRN's

clear requirements for a partnership framework as opposed to development assistance, as well as the GRN's need to lead on its national development agenda. The UNPAF is completely aligned with NDP4, deriving its four pillars from the five basic enablers of the NDP4. The UNPAF pillars are: Institutional Environment; Education and Skills; Health; and Poverty Reduction. These pillars have twelve outcomes as outlined below:

Institutional Environment

- **Outcome 1:** Policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented.
- **Outcome 2:** The Government and partners are promoting and protecting human rights effectively.
- **Outcome 3:** Functional monitoring and evaluation and statistical analysis systems are in place to monitor and report on progress.
- **Outcome 4:** Namibia complies with most of her international treaties' accession/ratification, monitoring and reporting obligations.

Education and Skills

- **Outcome 5:** Namibia is implementing policies and programmes that improve learning outcomes at all levels.

Health

- **Outcome 6:** Namibia has accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address social, economic and environmental determinants of health and improve health outcomes.
- **Outcome 7:** Namibia has a strengthened health system that delivers quality, accessible, affordable, integrated and equitable health care.

Poverty Reduction

- **Outcome 8:** Namibia is implementing effectively and in a coordinated manner, policies and strategies to reduce poverty and vulnerability, which are informed by evidence on the causes of poverty and vulnerability.
- **Outcome 9:** National Gender Plan of Action and Gender-Based Violence Plans of Action are being implemented effectively.
- **Outcome 10:** The national social protection system is strengthened and expanded to poor and vulnerable households and individuals.
- **Outcome 11:** Namibia has reviewed, and is implementing, policies and strategies, which ensure that severely poor and vulnerable households have



access to and are utilizing productive resources and services for food and nutrition security and sustainable income generation.

- **Outcome 12:** Institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively.

2.1 UNPAF Assumptions

The key principles of partnership articulated with the GRN-UN Aide memoire and in the UNPAF document served as the guiding assumptions on how the implementation mechanisms would work. GRN ownership of its development agenda was the foundation for UNPAF support as it would guide how the UN would work in partnership with GRN to meet its development objectives. The implementation of the UNPAF was also foreseen to proceed within the institutional arrangements and mechanisms for NDP 4; in particular, the planning and reviewing of UN support was supposed to be an integral part of the NDP4 planning and reviewing processes namely through the Sector Strategic Plans and the Annual Sector Execution Plans. To further align UNPAF to national systems the reporting mechanism was also supposed to use the NDP 4 monitoring and evaluation framework. Given the GRN expectation for a light process to plan and review UN support, it was expected that the UN would be highly coordinated in its contributions to these processes and forums.

The UNPAF also envisaged a GRN- UN Technical Committee, which was to be responsible for technical support and addressing common bottlenecks, periodic oversight of and accountability of collective actions in the implementation process as well as regular monitoring and reviews of the entire UNPAF. For the purpose of broader consultations around the UNPAF, the GRN-UN Technical Committee could convene a Stakeholders Consultative Meeting. The GRN-UN Technical Committee was to meet twice a year during UNPAF implementation; it is to be co-chaired by the Chief: National Development Advice, NPC and the Chair of the UN PDT. The role of the co-chairs included briefing the NPC and UN leadership on the progress of the Committee toward delivering its mandate. Membership of the Committee included officials from: Office of the Prime Minister; National Planning Commission; Ministry of Foreign Affairs; Ministry of Finance and representatives from the UN Family as nominated by the UN Resident Coordinator.

To ensure effective coordination within the Pillars on the UN side, the UNPAF anticipated four Technical Working Groups (TWG), led by the convenors of the four UNPAF pillars. The TWG were constituted as the Pillar Coordination Committees with the primary role of improving coordination mechanisms for efficient and effective

implementation of UNPAF, provide policy and strategic advice to UNCT, support monitoring and evaluation of the UNPAF in general and the Pillar in particular by providing regular documentation of results and progress towards implementation of the UNPAF to the Programme Development Team/ M&E Group. The Pillar Coordination Committees were in principle also responsible for coordinating the UN system's participation in the NDP 4 implementation structures including the planning and review mechanisms namely the Sector Strategic Plans and the Annual Sector Execution Plans. The Pillar Coordination Committees were supposed to meet quarterly or more if need be; and the composition of the group should have included: agencies active in each pillar; partners active in each pillar; RCO member; NPC member; M&E Group member; Emergency and Humanitarian Focal Points Group member; and a Joint UN Team on AIDS member.

Other review mechanisms envisaged by the UNPAF include the Forum of Permanent Secretaries, convened by the Secretary to Cabinet at least semi-annually to address any challenges noted in the implementation of the UNPAF. The UN was expected to prepare an UNPAF Annual Progress Report to be tabled at the Government Partnership Forum, convened by the Director General of the NPC, which brings together the GRN, UN, other development partners and CSOs and the Annual Sectoral Review Mechanism for NDP 4. These coordination and management mechanisms were incorporated in the UNPAF 2014/5 Action Plan, which was later signed (as communicated by the NPC in a letter date 20 January 2015) by all the Permanent Secretaries in the participating Ministries.

3 FINDINGS

3.1 General Observations

The findings for this review are derived primarily from the review of the UNPAF annual reports for implementation in 2014 and 2015; as well as interviews held with various stakeholders i.e. ministries responsible for each pillar and the corresponding UN agencies; minutes of various forums, reports that were submitted to the MTR team, and as well as observations.

Most of the interviews with the UN's partners indicated a vague understanding of the UNPAF, GRN counterparts recall being part of the formulation of the UNPAF and hearing about the launch, but did not seem to be aware that the programme is being implemented. GRN counterparts are aware of activities supported by individual UN agencies but were not clear that this support is being delivered under the framework of the UNPAF. It would appear that the implementation arrangements were not clearly articulated or disseminated with the various implementing partners and key stakeholders. Some implementing partners mentioned a lack of transparency in terms of



how they could access support under the UNPAF, again pointing to lack of clarity on the implementation arrangements. The link between the work some of the ministries was doing and the UNPAF was initially not clear until mention of the specific UN interventions and activities. Despite GRN counterpart's initial inputs into the two year rolling plans, and the deliberate alignment of UNPAF pillars, outcomes and indicators with the NDP 4, it would appear that something happened to cause the disconnect.

After the development of the UNPAF and the formulation of the two year rolling work plans the official uptake of this framework and its tools of implementation did not happen right away. Indeed, implementation proceeded without signature of the UNPAF Action Plan, which only came at the end of January 2015. With the change in administration, there was staff turnover in GRN, which unfortunately meant in some cases institutional memory was lost, especially at decision making levels – this could have contributed to the slow uptake and dissemination of the UNPAF, its Action Plan and two year rolling work program. This was particularly evident in the NPC, where the UN interlocutor and UNPAF champion was promoted to Permanent Secretary but within another ministry. Ministry of Health and Social Welfare (MoHSS) also took time to sign onto the UNPAF document itself and later reneged from its support; this too contributed to the lack of clarity on how the UN agency work in support of that ministry was linked to the UNPAF.

Despite initial engagement with civil society organisations during the formulation of the UNPAF, participation in UNPAF implementation appears to be limited. The UMIC status of Namibia greatly affected the funding of many CSOs, as donor countries started to reduce their support in terms of grants to the country including its civil society. CSOs would like either to be better engaged in supporting GRN development plans and in working with GRN as co-implementers on service delivery or to hold them accountable. CSOs see a great role for the UN advocating or supporting their role in national development.

3.2 Performance of the UNPAF – Results Matrix

Detailed reporting of UNPAF performance provided in the annual report for 2014 and 2015. The first year of UNPAF implementation was 2014. During that year the UN's development interventions have focused largely on supporting the development capacities of national institutions, there have also been significant achievements in other parts of the country and at the national policy level. The UNPAF is reviewed annually to assess key achievements for the year and contributions of each UN agency against each outcome detailed in the document.

Gender and HIV/AIDS are well addressed in the UNPAF activities of 2014/15; with each pillar having activities to address these issues.



3.2.1 Pillar 1 – Institutional Environment

The performance of Pillar 1 appears to be on track with most of the indicators making good progress. Some indicators namely, 3.1.3 and 4.2.1 do not appear to be very ambitious as from the report it would appear that these targets have been met or close to being met. Pillar 1 appears to be most challenging to deliver given the multitude of institutions responsible for implementation. Despite this, many of the capacity building efforts seem to be performing well.

3.2.2 Pillar 2 – Education and Skills

Pillar 2 had the strongest performance, and managed to set up the requisite institutional infrastructure to deliver i.e. strategies and studies (e.g. school dropout study has been completed and MoEAC is developing a management response plan for its implementation. There are some indicators, which are not specific enough. According to the draft annual report, six indicators are now in place, but it is not clear whether this means the target has been achieved.

3.2.3 Pillar 3 – Health

Progress in the Health Pillar seems very slow, and 7 out of 25 indicators have not been measured without clear explanation as to why this has not happened. There appears to be some capacity issues around the implementation of the activities in this Pillar.

3.2.4 Pillar 4 – Poverty Reduction

In the fourth Pillar 5 out of 24 indicators have no status update, the status of most indicators is 'on-going' but with good number of milestones being met.

3.3 Adequacy of the coordination and management mechanisms for oversight of the UNPAF

The coordination and management mechanisms for the UNPAF are articulated in the section on the UN System in Namibia. At the development of the UNPAF, GRN wanted to ensure that the planning and review mechanisms for the UNPAF and the NDP4 was seamless and therefore light. The GRN were supposed to take full ownership and leadership in the development process vis-à-vis the UNPAF, meaning NPC coordination of GRN ministries about UNPAF delivery. For this reason, the outcomes of the UNPAF are directly lifted from the NDP4 to ensure alignment and ease of monitoring. In addition, the NDP4 sector coordination structures being established by NPC were expected to also provide oversight to UNPAF implementation, rather than creating parallel structures. The GRN (NDP 4) coordination structures included sector reviews, and an annual planning forum at the beginning of each year to chart the sector's priorities and plans for the year.

The UN had added their own oversight structure to ensure improved UN agency (internal) coordination within the Pillars. However, it was later found that these



structures were needed in the absence of a platform to discuss UNPAF progress and implementation within existing GRN/NDP 4 structures.

3.3.1 GRN mechanisms

Information gathered in meetings with concerned ministry staff indicated that closer coordination would help the implementation process.

1. Pillar 1 - Institutional Environment: The MTR found out that this pillar has not convened any meetings neither through the NDP4 channel nor at the invitation of the UN convenor, and therefore there is nothing to report in terms of how this coordination mechanism worked. It is curious to note however that despite a poor coordination mechanism the Pillar stakeholders were committed to delivering on implementation of the activities under their work programs. MTR also found that some of the IPs in this Pillar are considered to have strong capacity e.g. the Ombudsman, and therefore could manage to absorb support from the UN agencies (in this case UNDP) and implement their activities. Improved coordination however could have contributed to a more balanced focus of the work within the Pillar; Outcome 3 - the statistics and M&E aspects of the Pillar did not perform as well as the other aspects of Governance – better Pillar oversight could have contributed to more focus on improved overall performance.

2. Pillar 2 – Education and Skills: This pillar convenes annual sector review meetings in accordance with their review and planning requirements for NDP4; this forum invites all key stakeholders, including other development partners involved in this pillar, involved in the education sector and uses the platform to review progress, understand the activities of the various stakeholders as well plan for the coming year's implementation.

3. Pillar 3 – Health: The Ministry of Health and Social Services reported that it conducted two types of forums on an annual basis to track progress and plan for NDP4 and sector specific interventions. The Ministry has a sector review meeting to review progress and understand what key players are doing within the sector; and a Development Forum to share the Ministry's annual plans and strategic focus. The UN is invited to both forums.

4. Pillar 4 – Poverty Reduction: At the inception of NDP4 and UNPAF, this Pillar was chaired by the Ministry of Gender and Child Services. This changed however, with the new administration under the new President who introduced a ministry, which would be responsible for Poverty Eradication and Social Welfare. This new Ministry was expected to spearhead the activities under this Pillar despite its infancy and lack of adequate capacity. The Ministry has established and convened a technical working group (core team) on Social Protection. The group has met twice, and have decided that to develop an Index of social protection-related national laws and regional/global agreements signed Conventions signed and a Work Plan to prioritize critical action on social protection to be fast tracked for 2017-2018.



3.3.2 GRN – UN mechanisms

The only documented evidence of GRN-UN Technical Committee meetings made available to the MTR team comes from the minutes of the UNCT meetings. The following findings attest to that. The GRN-UN Technical committee met twice in 2015 in January and May. The first meeting was to discuss the MDG progress report and moving towards adopting the Post 2015 Agenda (SDGs); as well as implementation of the GRN-UN Aide Memoire. The main outcome of the meeting was the establishment of a taskforce on moving forward the MDG progress report and adopting the SDGs. This SDG taskforce did eventually meet towards the end of 2015.

The second GRN-UN Technical committee meeting was held at the end of May 2016 and this focussed on the GRN-UN Aide Memoire, the UNPAF mid-term review, and the UNDAF end of term evaluation. It was agreed at this meeting that a taskforce was to be created to highlight specific actions not included in the UNPAF, and to have the Aide memoire endorsed by Cabinet. It is not clear however, how this action point was concluded as there was no documented follow up in the UNCT minutes. Furthermore, although an agenda item there was no mention of the GRN-UN Technical Committee discussion on the UNPAF MTR however the NPC did agree to cooperate on the UNDAF evaluation. It would appear though that despite the meeting of this Technical Committee, implementation of certain decisions was a challenge because key stakeholders i.e. line ministries responsible for pillar delivery were outside of this mechanism; and therefore it was suggested that other ministries should be added to the Technical Committee. Specific issues raised in this regard was on the harmonised approach to cash transfers and UN agency direct support to implementing partners. The capacity of NPC was also mentioned to be a challenge in coordinating some of the information between sectors and implementing partners. The coordination and implementation issues highlighted were recommended to be raised by the new RC early on in her meetings with GRN; however, there is no evidence of what agreements were made to address these challenges.

Other than the two GRN-UN Technical Committee meetings, there is no evidence of any of the other forums to bring together GRN and the UN on UNPAF related issues namely the Partnership Forum, and the Forum of Permanent Secretaries taking place. Mechanisms for improving implementation and coordination were therefore never raised outside of the GRN-UN Technical Committee arrangement.

3.3.3 Pillar Coordination Committees

Convening of the Pillar Coordination Committees was also challenging; most of the respondents were not aware of this mechanism for monitoring progress, improving alignment and coordination. It would appear that this mechanism was strongest at inception of the UNPAF when the Pillars were developing their Two-Year Rolling Action



Plans; however, frequent engagement to monitor progress did not happen, with the exception of Pillar 2 – Education and Skills.

The Pillar Coordination Committee for Education and Skills has three documented meetings; the meeting agenda is in line with the TORs for this committee i.e. to monitor progress on UNPAF implementation including to address challenges, and coordination of UN agencies. It would appear that the Pillar agreed to have two meetings a year as this was the most convenient arrangement for the key stakeholders and provided for adequate timing to report back. UNICEF, as the Pillar convenor, is co-chairing these sessions, and is regarded as a trusted partner through close engagement with the Education Ministry, and other stakeholders e.g. the European Union (EU). The meeting structure and the coordination mechanism appear to be effective; implementation issues are raised during the Pillar meetings and open for joint discussion and decision making; the sharing of information from various stakeholders also allows for better coordination and a division of labour.

In the Health Pillar, there was no documented meetings which specifically discussed UNPAF pillar performance, UN agencies provided individual feedback on their programs and activities during the Health Sector Review without specific mention of UNPAF implementation. This was due to the MoHSS reneging from its support to the UNPAF and in the UNPAF Action Plan as documented in section 5.1. The UN therefore took the initiative to try to coordinate activities in the health sector through a development partner forum on the health sector namely to discuss support to HIV and AIDS programs and implementation. This group is chaired by WHO, and meets monthly – the Ministry found this forum to be useful as it improved efficiencies in program delivery, and minimised duplicative support.

UN agencies in the Poverty Pillar have been convening meetings amongst themselves; however, not all member agencies are participating and there does not appear to be participation from other stakeholders. Minutes of the most recent Pillar meetings have indicated work that needs to be done in preparation for NDP5 – there does not appear to be any evidence of meetings prior to those held and documented in 2016.

There is no evidence of any Pillar meetings for Pillar 1 on Institutional Environment, both on the UN agency side, together with other stakeholders, nor any government convened meetings to discuss implementation of this Pillar. The broad and diverse nature of the institutions involved in this Pillar has made it challenging for all stakeholders to meet. GRN leadership will be needed to bring the stakeholders together; NPC will need to work with OPM to ensure that there is coordination in this Pillar.



3.3.4 Delivering as One.

The universally agreed Delivering as One mechanisms articulated by the UNDG are: One programme framework; One budgetary Framework; One empowered leader and empowered team; One Office; and One Voice. The GRN and the UN system in Namibia defined what each of these meant in the Namibian context (see GRN-Un Aide memoire in Annex), and are summarised in the below table as expectations, alongside the performance of the Namibia UN system:

Table 1: Performance matrix of DaO

Principle	Expectation	Performance
One programme framework	It was envisaged that there will be one programme framework which would include a structured results matrix and clear monitoring and evaluation mechanism fully aligned to NDP4 and sector strategies. Furthermore, the UN will create joint programmes where possible and use pooled funds to deliver these programs and streamline administrative functions.	<p>Although the UNPAF was created and is being implemented, there is no clear alignment with the results matrices NDP 4 and other GRN sector strategies. Common approaches to monitoring and evaluation only seem to be happening in two of the four UNPAF Pillars.</p> <p>Although there was close collaboration between the various agencies to create the two year rolling action plan, no joint programmes were developed outside of the Joint UN response to HIV/AIDS; and no evidence of pooled funding arrangements to deliver this joint programmes. The UNPAF itself is yet to establish a pooled funding approach.</p> <p>Another observation is that several agencies have indicated that a huge proportion of their activities falls outside the scope of the UNPAF – six out of 10 UN agencies indicated that less than 100 per cent of their activities were UNPAF related, with 5 of those agencies indicating that the UNPAF activities were less than 50% of their agency’s work. These areas include environment and energy, justice for children, and protection from violence against children amongst others.</p>
One Budgetary	The UN will use a	The UNPAF Budget Framework as



Framework	<p>Common Budgetary Framework covering the entire UNPAF cycle. The Common Budgetary Framework refers to consolidation of the agreed and costed results of the 'UNPAF Action Plan' into one financial framework, showing each participating UN organization's planned input together with funding source - regular or other - as well as unfunded areas. This will also provide a tool for joint resource mobilization to address the unfunded elements. Further donor support to the UNPAF through multi-donor trust fund will also be explored.</p>	<p>documented in the UNPAF gives an indicative budget ceiling for the five years of USD 79.5 million. This figure was qualified by the fact that many agencies only operate on a biennial budget rather than a five-year programme – therefore the data provided was very indicative. Since the start of the UNPAF it was noted that some agencies have had budget cuts. The joint two year rolling work plans are costed where each agency indicated funding requirements for the activities or how much would be allocated by the respective agency. According to the 2014/2015 annual report expenditures towards UNPAF activities were USD 7.8 million was spent in 2014 and USD 8.2 million in 2015.</p> <p>Despite long and protracted discussions around an UNPAF resource mobilisation strategy, including the development of TORs for the consultancy to this strategy– this work has not been undertaken. This strategy could facilitate the resolution of many of the challenges the UN is facing in terms of funding their support. A more focussed plan towards putting this strategy in place needs to be articulated as soon as possible.</p>
One empowered Leader and empowered Team	<p>The UN family in Namibia shall have an empowered UN Resident Coordinator (RC) and UNCT, building on the individual and collective strengths of the members. This will include the strengthening of UNCT mechanisms to further</p>	<p>The RC has demonstrated active engagement to enhance coordination within the UN and with the GRN, as well as with the other development partners. Capacity of the RCO needs urgent review; it is thinly spread and cannot provide the adequate support needed in UNPAF program coordination.</p> <p>The UNCT and in particular the agencies involved demonstrate active purposeful delivery to GRN ministries</p>



	<p>simplify and harmonise programming and operational modalities. In contextualizing the one empowered leader and one empowered UN Country Team, the UN Resident Coordinator, on behalf of the UN family, will engage the Government of the Republic of Namibia in relation to common UN policy issues, the implementation of U.N. Partnership Frameworks in support of Namibia's national development plans, as well as on safety and security matters. UN Country Team members will engage Government line Ministries directly on their areas of specialization, as guided by the policies of their Governing Boards and Executive Heads</p>	<p>even though there are issues of a lack of certain required capacities in a number of cases. While UNCT speaks in agreeable terms about collaborative/joint programming, evidence shows that implementation/operationalization is still largely agency driven.</p>
One Office	<p>The 'UN House' hosts all the UN agencies working in Namibia. The agencies are already utilizing common services. The UN will, within the period of the NDP 4/UNPAF, move towards the implementation of</p>	<p>The UN agencies are all hosted in one UN house; there is an OMT to facilitate common services particularly through payment of utilities; procurement of services. A business Operations Strategy has been developed to commit agencies resources to defined results. Not all business processes as well as facilities e.g. access is restricted to agency specific staff, each agency has their</p>



	harmonized business processes, clustering of operational activities in order to reduce operational costs and become more effective and efficient.	own telephone systems and internet platforms.
One Voice	'Communicating as One' that is, the U.N. Resident Coordinator, supported by members of the UN Country Team and the UN Communications Group, and UN staff in general communicating common and consistent messages on UN policies and work in the country to external partners, including the Government, will enhance the impact of the UN's advocacy and programme interventions in the country.	A UNCG has been developed, and is currently chaired by UNESCO; the UNCG has developed a joint communications strategy for with a clear focus on SDGs, as well as key messages on UNPAF pillars. UN Information Centre (UNIC) is a member of the group and is responsible for a lot of the information requirements and needs for the group – they have indicated though there is a distinct need to develop their current capacity to meet the demand of Communicating as One. There is a website to demonstrate the work done through this component. A more specific and focussed attention on communicating UNPAF activities is lacking.

3.4 Innovation and best practice in UN support

Despite hitches in the initial implementation phases of the UNPAF, the MTR has noted that the relationship between the GRN and the UN System is strengthening in some ways and that there is a growing respect for the capabilities and relevance of the UN system. This has been illustrated through UN system's flexibility and responsiveness to emerging GRN needs to meet requirements outside of the planned activities within the UNPAF programming framework; the UN has been innovative in some areas to meet these emerging requirements.

The GRN has taken the lead to alleviate the situation with regards to the on-going drought, funding all the interventions. However, it noted that its capacity to deliver was constrained. Office of the Prime Minister (OPM), through the Secretary to Cabinet as



Chair of the National Disaster Risk Management Committee wrote to the Office of the Resident Coordinator in May 2016, requesting that the UN System prepare to support Government at short notice in assessing its current capacity for response to the drought and to be prepared to support if the situation were to worsen. Following the official declaration of a state of emergency on drought, the UN Resident Coordinator, on behalf of the UN System, has written to the Secretary to Cabinet affirming the UN System's readiness to support the Government in its response and resilience activities.

GRN undertook to conduct a capacity and needs assessment of their National Disaster Risk Management System; the UN provided its support by facilitating the deployment of experts from the Capacity for Disaster Reduction Initiative (CADRI) and the United Nations Disaster Assessment and Coordination System. The assessment identified existing capacities, gaps and needs related to disaster risk management and proposed prioritised recommendations on how these capacities can be strengthened. The recommendations were adopted at high-level workshop, which was attended by six Cabinet Ministers, including the Prime Minister, Deputy Prime Minister and the Secretary to Cabinet.

In addition to the CADRI assessment, and in order to be able to equip itself to deliver on the government's request, the UN has developed an Emergency Preparedness and Response strategy and framework, which will guide its support in this area. Support to strengthen the capacity of the Disaster Risk Management capabilities in GRN is on-going through Poverty Reduction Pillar under the leadership of the UN Emergency and Humanitarian Focal Points.

The GRN through the Ministry of Health and Social Security (MoHSS) has also made a request to Resident Coordinator to assist them to absorb Global Fund support. Through the JUTA the UN has assisted GRN to negotiate an extension of the support to December 2017 (from mid-2016 deadline for utilisation), and are now looking to see how it can actually support the absorption of the funds, either through actual implementation of some of the activities and working alongside GRN to deliver the activities.



Increasing the Efficiency of Government Resources: A Case Study – Health Procurement Services.

Namibia currently procures all vaccines using its own national budget. Over 60% of the HIV response is domestically funded. These are examples of how Namibia as an upper Middle Income Country is funding its own development, with a role for development partners to ‘come alongside’ and support Namibia.

In 2015, the Ministry of Health and Social Services signed a Memorandum of Understanding with the UNICEF Procurement Services in Copenhagen (Denmark), with the support of the UNICEF Namibia office. This allows Namibia to procure a wide range of vaccines, medical supplies and equipment with an assurance of quality (e.g. WHO pre-qualification) and flexibility (e.g. set packing of supplies, contracts with staggered delivery dates etc., to avoid stock outs and expiry of supplies). It also allows Namibia to benefit from the bulk purchasing power of UNICEF, rather than negotiating as a single country with a relatively small population, resulting in significant financial savings. For some vaccines this has meant Namibia is now purchasing at 60% below those prices previously agreed in bilateral tenders.

By ensuring procurement of quality items, at reduced prices and reduced transaction costs of multiple negotiations and tender processes this type of support enables the government to make more efficient use of its own resources for its own development.

In the Health Pillar, the UN was requested to provide relevant support to the procurement of antibiotics vaccines, the rationale for this request was due to the streamlined and efficient procurement methodology utilised by UNICEF, the antibiotics were procured quickly and cost effectively saving the GRN a considerable amount of money (see textbox for details).

The GRN through the leadership of

the NPC undertook to launch and roll out the domestication of the SDGs and Africa Agenda 2063 jointly with the UN, in June of this year.

All these initiatives demonstrate that the UN is a trusted partner and capable to provide partnership support through targeted capacity development, knowledge transfer and sharing of best practice. It should also be noted that the GRN is channelling its requests through the RCO demonstrating its recognition and commitment to work with One UN.

3.5 Scalability / Replicability of the UNPAF

There is desirability for scaling up support through the UNPAF; the respective ministries involved in the four pillars have indicated that they would like to see more UN support in the work that is being done. One key observation however is the need for improved coordination amongst the UN agencies; this was specifically highlighted in the Poverty Pillar with respect to Gender issues. The key areas where scalability could be applied are:



1. **Coordination:** need for capacity to improve coordination at the NPC in particular to strengthen the coordination role, which NPC is supposed to be playing with regards to the UNPAF. Development partners also felt that the UN's coordination efforts under the UNPAF could be replicated for the entire development partner community since the UN has the convening power to engage GRN.
2. **Institutional Environment:** greater support to monitoring and evaluation outcome especially on advocating for use of M&E and on developing M&E systems as well as the capacity to use these systems within government and on improved targeting of poverty.
3. **Education and Skills:** More support needed on the transition plan on early childhood development framework, especially to strengthen the coordination and to develop activities in support of this area.
4. **Health:** Support to procurement could be replicated and scaled with transfer of knowledge being the focus of the support; and finally scale up capacity of country office so that they can support the Ministry with more in-house technical experts.
5. **Poverty Reduction:** General support for activities in this pillar is needed in the Ministry of Poverty Eradication and Social Welfare because the Ministry is still new and lacks capacity. Specific areas where the Ministry would like hands-on support is on social protection and how to implement interventions required to strengthen social protection systems. The Department of Disaster Risk Management has also indicated that they need support to rollout systems, which have been put in place to strengthen their monitoring and support operations.

3.6 Sustainability of the UNPAF

Feedback from IPs indicate that the work being done under the UNPAF is strongly aligned to sector work plans and NDP activities; this build a strong case for sustainability. Most of these IPs also indicated that they needed to further develop their capacity to ensure this sustainability. The issue of capacity goes beyond that of individual human capacity but also that of developing adequate systems, including effective databases and information repositories to allow for seamless transitions avoiding loss of institutional memory.

One of the strong messages of support coming from various levels of the GRN is that the UN is doing a good job of strengthening the capacity of the various ministries – more can be done because the current support is insufficient, and more should be done. At mid-term, it would appear that the UNPAF does not have the financial capacity to deliver at the hosts country's desired requirement level and in some agencies it would appear that they are also thinly stretched in programmatic implementation (WHO, FAO,



UNDP). UN support has great potential to strengthen the requisite capacity for sustainability.

UN agencies have also recognised that their value addition as a partner in Namibia's development plans is in knowledge generation, management and transfer, sharing of best practices, policy advocacy as well as capacity enhancement through improved implementation processes and developing systems. More of these skills are required, especially to ensure the sustainability of the capacity building elements that the UN agencies have already started to impart.

One key area where there is insufficient knowledge transfer or capacity development is in the area of reporting, monitoring and evaluation – more work needs to be done here. GRN overall has demonstrated good capacity to plan, with some adequate capacity to implement, but what is yet to come out strongly is performance tracking and management; and monitoring and evaluation of impact of their development plans – this was demonstrated through the NDP 4 process.



3.7 Relevance given the changing context

The changing global development context has also required the GRN to consider streamlining the emerging issues with regards to their own planning processes. As well as looking the national development priorities, the NDP5 also takes into consideration the SDGs - Agenda 2030 and the Africa Agenda 2063. The current UNPAF, being aligned to NDP 4 which did not take these emerging issues into consideration may be considered to not be in alignment with these overall changing dynamics. This section of the report will do an assessment of the relevance of the current UNPAF vis-à-vis the aspirations and goals of the NDP 5, Harambee Prosperity Plan, the SDGs, and support to emergency related programs.

Table 2 Mapping current UNPAF structure against proposed NDP 5 structure

NDP 5 Pillar	NDP 5 Aspirations	Focus Areas	Corresponding UNPAF Pillar	UNPAF Outcome
Economic Progress	Aspiration 1 Achieve High, Inclusive and Sustainable Economic Growth	Macroeconomic and Financial Stability	N/A	N/A
		Agriculture Production & Food Security	Pillar 4	Outcome 11
		Economic Transformation	N/A	N/A
		Youth Empowerment	N/A	N/A
	Aspiration 2: Moving Towards a Competitive Economy	Institutional reforms	N/A	N/A
		Research, Development & Innovation	N/A	N/A
		Entrepreneurship Development	N/A	N/A
		Transport and Logistics	N/A	N/A
		Energy Infrastructure	N/A	N/A
	ICT infrastructure	N/A	N/A	
Social Upliftment	Aspiration 3: Improve the Standard of Living and	Poverty and Inequality	Pillar 4	Outcome 8, 10,11
		Housing Provision	N/A	N/A

	Quality of Life for the Namibia people	Water and Sanitation	Pillar 3	Outcome 6
	Aspiration 4: Build Capable and Healthy National Human Resources	Education and Training	Pillar 2	Outcome 5
		Health and Nutrition	Pillar 3	Outcome 6,7
Environmental Sustainability	Aspiration 5: Ensure Conservation and Sustainable use of Natural Resources	Environmental sustainability	Pillar 4	Outcome 11,12
Good Governance	Aspiration 6: Promote Good Governance	Regional and Rural Development	Pillar 1	Outcome 1
		Peace, Security and Rule of Law	Pillar 1	Outcome 1,2,4
		Accountability and Transparency	Pillar 1	Outcome 1,3

All of the current UNPAF outcomes have corresponding focus areas within NDP 5, and UNPAF outcomes cover almost half of the NDP focus areas (9 out of 19). The UNPAF supports three of the four NDP 5 pillars adequately, allowing for the UN agencies to be able to find relevant programming to meet NDP 5 goals.

This is starkly different from the Harambee Prosperity Plan when UNPAF related outcomes only support 24 per cent of the targets. The UNPAF strongly supports two of the four HPP pillars namely Effective Governance and Social progression. The focus of the HPP is on Economic Advancement and Infrastructure development, two areas which the UN does not have a comparative advantage and especially not in the programming environment in Namibia. Nonetheless, the support that may be provided by the UN in support of the HPP could be considered adequate to meet the social progression and governance agendas. Only UNPAF outcomes 3 (on M&E) and 9 (on gender) are not explicitly reflected, but are valid crosscutting considerations in support of HPP priorities.

It would suffice to argue that despite the evolving national development context the UNPAF pillars and outcomes can still be considered relevant.

Table 1 UNPAF mapping against HPP

HPP Pillar	Goal	HPP Target	UNPAF Pillar	UNPAF Outcome
Effective Governance	Accountability and Transparency	HPP 1.1 Increase in the Mo Ibrahim sub index of accountability from 65.1 points to 90 points by 2020	1	1
		HPP 1.2 Become the most transparent country in Africa as measured by Transparency International	1	1,4
		HPP 1.3 Retain position as the country with the freest press in Africa during the Harambee period	1	1,2,4
	Improve Performance and Service Delivery	HPP 2.1 Ensure that at least 80 per cent of all Performance Agreement targets are met during Harambee period	1	1
		HPP 2.2 Ensure a citizen satisfaction survey rate of 70 per cent by the end of the Harambee period	1	1
Economic Advancement	Macroeconomic stability	HPP 3.1 Anchor debt to 30 per cent as a ration of GDP by the end of the Harambee period	N/A	N/A
		HPP 3.2 Maintain an import coverage of 3 months during the Harambee period	N/A	N/A
		HPP 3.3 Maintain and improve an international credit rating of BBB minus	N/A	N/A
	Economic Transformation	HPP 4.1 Create a minimum of 5,000new jobs in the manufacturing sector during the Harambee period	N/A	N/A
		HPP 4.2 Increase volumes of locally produced gods supplied to the public and retail sector as per Retail Charter targets	N/A	N/A
		HPP 4.3 A minimum of ten investment projects attracted through investment promotion activities, creating 1,000 jobs during the Harambee period	N/A	N/A

		HPP 4.4 Economic empowerment leading to higher inclusion of disadvantaged groups into formal economy	4	11
	Youth Enterprise Development	HPP 5.1 Increase access to finance by Micro, Small and Medium Enterprises from 22 per cent to 50 per cent by 2020	N/A	N/A
		HPP 5.2 Introduce new financial instruments to overcome hurdle of collateralised credit for startups	N/A	N/A
		HPP 5.3 Established SME Development Agency with country wide representation by 2020	N/A	N/A
		HPP 5.4 Establish one hundred and twenty one (121) rural youth enterprises countrywide, each employing between 5-10 youth	N/A	N/A
	Economic Competitiveness	HPP 6 Namibia rated as most competitive economy in Africa by 2020 as measured by the World Economic Forum and World Bank	1	1
Social Progression	Hunger Poverty	HPP 7 Zero deaths recorded as a result of hunger during the Harambee period	3 and 4	6,8,10,11
	Residential land delivery, Housing and Sanitation	HPP 8.1 26,000 new residential plots will be serviced countrywide during the Harambee period	N/A	N/A
		HPP 8.2 20,000 new housing units will be constructed countrywide during the Harambee period	N/A	N/A
		HPP 8.3 50,000 rural toilets will be constructed during the Harambee period	N/A	N/A
		HPP 8.4 The bucket system will be eliminated by the end of 2017	N/A	N/A
	Infant and Maternal Mortality	HPP 9 There will be a significant reduction in infant maternal mortality rate by 2020	3	7

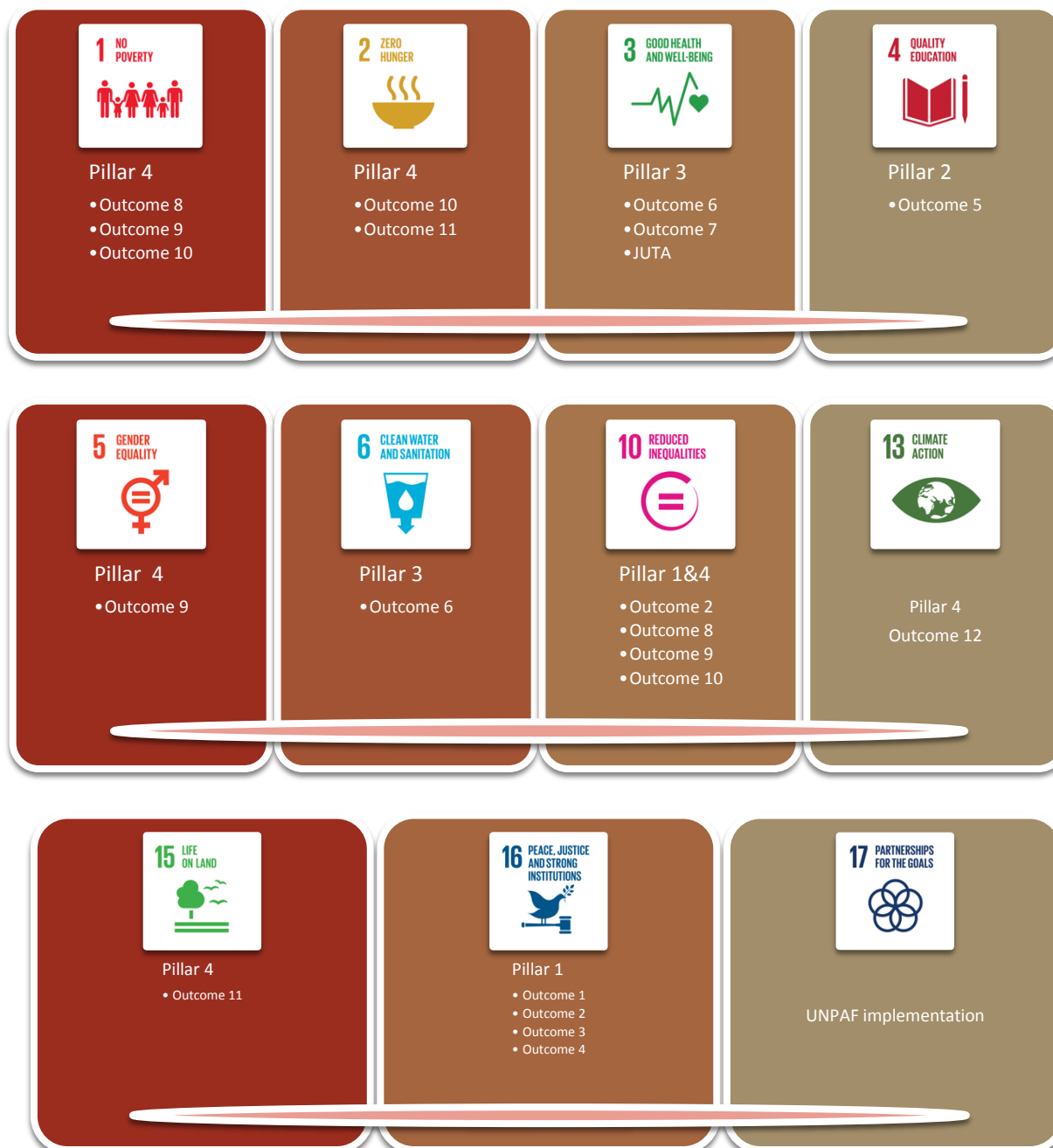


	Vocational Education Training	HPP 10.1 Increase the number of VET trainers from 15,000 to 25,000 by 2020	2	5
		HPP 10.2 Significantly improve the quality of VET training by 2020	2	5
		HPP 10.3 Improve the image of VET to become a subsector of choice by 2020	2	5
ICT Infrastructure	Energy Infrastructure	HPP 11.1 There will be zero national load shedding during the Harambee period	N/A	N/A
		HPP 11.2 Locally generated electricity capacity will increase from 400MW in 2015 to 600MW by 2020	N/A	N/A
		HPP 11.3 All schools and health facilities will have access to electricity by 2020	N/A	N/A
		HPP 11.4 Rural electrification will increase from 34 per cent in 2015 to 50 per cent by 2020	N/A	N/A
	Water Infrastructure	HPP 12.1 Increase access to water for human consumption (safe drinking water) from 50 per cent to 100 per cent by 2020	N/A	N/A
		HPP 12.2 Ensure sufficient water supply reserves for business activity including industrialisation, residential land servicing and housing development during the Harambee period	N/A	N/A
	Transport Infrastructure	HPP 13.1 Completion of the deepening and expansion of the Port of Walvis Bay to handle 1 million TEUs per annum, by the end of the Harambee period	N/A	N/A
		HPP 13.2 The bitumen road network will be expanded by 526 km during the Harambee period	N/A	N/A
		HPP 13.3 The national railway infrastructure will be upgraded to SADC standard by 600 km by the end of the Harambee period	N/A	N/A

		HPP 13.4 National air safety security will be maintained during the Harambee period	N/A	N/A
	ICT Infrastructure	HPP 14.1 80 per cent of the population of Namibia to be covered by broadband services by 2020	N/A	N/A
		HPP 14.2 80 per cent Broadband connections and usage to all primary and secondary schools in Namibia to allow for e-learning by 2020	N/A	N/A
		HPP 14.3 Broadband connections and usage to 70 per cent of the health facilities in Namibia to allow for e-health by 2020	N/A	N/A
		HPP 14.4 100 per cent Broadband connections and usage to all public sector agencies in Namibia to allow for e-government by 2020	N/A	N/A
		HPP 14.5 100 per cent coverage by digital TV and radio broadcast to all households by 2020.	N/A	N/A

In the global context of the SDGs, the UNPAF outcomes can be found to be similar to most of the SDGs; a quick analysis will show that the UNPAF fits comfortably within 11 of the 17 SDGs, making it highly relevant in the context of the SDGs.

Mapping of UNPAF in SDGs



3.8 Emergency support

The recent CADRI assessment indicated the need for closer collaboration between government and the UN system on disaster risk management as well as early detection, preparedness and response mechanisms. It is recognised that the UN System has a strong comparative advantage in this area, and while there was support provided towards resilience and response during the first two years of UNPAF implementation



through the Poverty Pillar, a recent study on UN Emergency Preparedness and Response suggests other potential areas of support as per the table below.

Expected Outputs (of Outcome 2) of DRM Strategy of UN Namibia	The contribution of each Output to the UNPAF Outcomes	The corresponding DRM national priority as per Sendai Framework for DRR, National DRM Policy and Action Plan
<p>Output 2.1. Policy and legislative framework for DRM are fully implemented and performed including through support from the UN System in Namibia.</p> <p>Output 2.2. Monitoring of and reporting on the Sendai Framework implementation in Namibia is efficiently carried out by the Directorate DRM including through support from the UN System in Namibia.</p>	<p>UNPAF Pillar: Institutional Environment</p> <p>Outcome 1: By 2018, policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented</p> <p>Outcome 4: By 2018, Namibia complies with most of her international treaties' accession/ratification, monitoring and reporting obligations</p>	<p>Priority Area 2: Governance and Institutions for managing risk</p>
<p>Output 2.3. Efforts to improve education and awareness on DRM at all levels (national to local) are supported by the UN System through targeted capacity building interventions.</p>	<p>UNPAF Pillar: Education and Skills</p> <p>Outcome 5: By 2018, Namibia is implementing policies and programmes that improve learning outcomes at all levels</p>	<p>Priority Area 1: Understanding disaster risk</p>
<p>Output 2.4. Health system preparedness to disasters is achieved at all levels including through support from the UN System in Namibia.</p>	<p>UNPAF Pillar: Health</p> <p>Outcome 7: By 2018, Namibia will have a strengthened health system that delivers quality, accessible, affordable, integrated, and equitable</p>	<p>Priority Area 3: Investing in resilience (health sector)</p>



	health care	
<p>Output 2.5. DRM provisions are integrated in various sectorial development plans and policies, such as: NDP5, Climate Change Policy, Environment Policy, etc. (as appropriate)</p> <p>Output 2.6. Resilience-building activities are implemented in various priority sectors (agriculture, water management, environment, urban development, education, health), at all levels (including at community level) in order to reduce vulnerability to climate and disaster risk, including through programmes and projects supported by the UN System in Namibia/ UN agencies.</p>	<p>UNPAF Pillar: Poverty Reduction</p> <p>Outcome 8: By 2018, Namibia has adopted and is implementing effectively and in a coordinated manner policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability</p> <p>Outcome 12: By 2018, the institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively</p>	<p>Priority Area 3: Investing in resilience (various sectors)</p>

Source: Draft Disaster Risk Management Strategy of UN System in Namibia in Support of GRN.

The MTR reviewed the NDP 4 to get a better sense of the accuracy of the proposed alignment, and found that Outputs 2.1 and 2.2 of the DRM Strategy of UN Namibia would be better placed under Pillar 4 under Outcomes 8 and 12. The rationale for this is that Outputs 2.1 and 2.2 are looking at the implementation of DRM policy frameworks which would go towards addressing the issues of vulnerability already captured under the Poverty Pillar. Whereas Pillar 1 of the UNPAF is looking to address issues of public service delivery, creating enabling environments for improved public service, investments; strengthening governance and accountability in general, and broader human rights issues Sector specific legislative issues are better looked at under the sector lenses as opposed to the broader institutional framework perspective. Arguably though the issue of DRM in a country like Namibia which is prone to these natural disasters could be considered more cross cutting; the MTR found that this issue is being discussed in the ongoing development of the NDP 5.

3.9 UN's readiness to deliver the UNPAF and support Namibia's development goals

3.9.1 Capacity Assessment

Members of the UNCT were given a questionnaire to provide an assessment of their organisation's capacity to support the demands of the UNPAF (findings are tabulated in Annex 5). The majority of the responses indicated that most of the agency's work (90 per cent and above) were UNPAF activities, with their entire staff complement conducting UNPAF related activities. Three agencies indicated that very insignificant portion of their agency's work was UNPAF related, less than 30 per cent. Two of the six agencies whose work was fully aligned with the UNPAF felt that they needed more staff in order to be able to effectively implement their mandates under the UNPAF.

This assessment indicates clearly that the moving towards a partnership framework with an upper middle-income country has resource requirements, which were not planned for at the inception of the UNPAF: 50 per cent of the respondents explicitly mentioned the need for the following type of subject matter expertise: communications, gender, monitoring and evaluation, governance, and economics. Other skills that were mentioned included negotiation and engaging with senior level civil servants, policy advocacy and advisory and resource mobilisation. The main observation from this questionnaire would be that there is a need to either develop the current staff complement's capacity to deliver the subject matter expertise or soft skill requirement, or to get staff with the requisite expertise and skill set. The on-going change management exercise, however desirable has also significantly reduced most of the UN agencies ability to meet their programmatic objectives through UNPAF implementation. For example, there is no clarity on how governance will be handled under change management in UNDP – this will hamper implementation of the governance related outcomes in Pillar 1.

It would also appear that a division of labour may be required so that agencies can benefit from the expertise of specialised agencies in certain areas e.g. communications and gender. Agencies seem to be willing to pool resources, more of this needs to happen. The strength of the Resident Coordinator's office was also often cited as not being adequate to provide the support that other agencies needed to deliver on their UNPAF mandates. Agencies felt that the RCO needed stronger coordinating, monitoring and evaluation, communication, and programming functions to facilitate their delivery of the UNPAF mandates. **The RCO office currently is only staffed with a coordination analyst, and a Development Effectiveness officer, who are supported by two interns. The Coordination Analyst is supposed to perform a number of functions including: effective support to UNCT in preparation and implementation of country programming processes and products, including the common country assessment, UNPAF and UN**



programmes coordination; engagement and coordination with GRN; advocacy for UN work; knowledge management; and implementation of the resource mobilisation strategy. Whereas the Development Effectiveness officer's role supports that of the Coordination Analyst, as well as engagement and coordination of Development Partners. The RCO capacity was tested significantly during this midterm review, especially in terms of the adequate support to provide the requisite preparatory work to facilitate the conduct of the MTR. It would appear that there is no information repository on UNPAF activities including regular reports on progress and pillar updates, minutes of meetings of the various implementation functions, and even contact details of key stakeholders.

Discussion with GRN also pointed to a number of capacity issues within the UN system in terms of providing the requisite capacity development support they needed. A number of Ministries (Health – Special Programs department; Gender Equality and Child Welfare; Poverty Eradication and Social Welfare; Office of the Prime Minister – Disaster Risk Management) specifically requested the need for UN staff within their ministries to not only support or supplement the work they are doing but to also transfer the knowledge and develop the capacity of Ministry staff by working more closely with them – it was envisaged that this could happen more readily if more UN staff were seconded to the Ministries. It was felt that the UN agencies staff complement was rather thin and hence the inability to meet this specific requirement for more hands-on, in-house support.



3.10 SWOT Analysis



Although the TORs of the MTR required a more specific look at the UN's capacity to deliver on the UNPAF, it is hard to not mention the capacity constraints, which serve as a challenge to UN implementation of the activities jointly identified with GRN counterparts. The key strengths identified are sound implementation, focus to improve delivering as one demonstrated even through sharing of human resources. The general weaknesses have been in coordination – despite the zeal for DaO, evidence shows that implementation is still agency driven and not necessarily collaborative. M&E is a challenge, and the move towards results based management requires more in depth understanding of the M&E framework by program staff. Information in the UN system could also be better organised, with the development of a central information / data repository. MTR found that work is under way to address the information gap through a proposed Strategy and Analysis Unit which will not only collate data and serve as an information repository, but will also provide strategic and policy analysis support to the RC and UNCT leading to better informed interventions in support of GRN.

Despite the challenging environment of the slow uptake of the UNPAF UN, agencies still managed to forge ahead in support of GRN implementation of NDP4 and sector specific strategies. Despite the poor coordination on both GRN and UN, side activities were implemented and good progress has been made towards attaining UNPAF objectives. The clear opportunities for the UN in terms of capacity is that GRN finds UN support to

be highly relevant and would like more support; the UN needs to ensure though that it provide support commensurate with the type of assistance a UMIC needs i.e. upstream interventions to direct policy formulation, policy advocacy, strategic interventions, whilst moving away from hand-on project implementation. At the activity level, knowledge transfer and sharing of best practice through facilitation of study tours and bringing in experts would be the more appropriate type of support. GRN would have to ensure that it retains its staff after the substantial UN support, so that on-going work can continue, and the UN can look into phasing out the support it is providing in institutional building.



4 CONCLUSIONS

In conclusion the MTR would like to share general observations of the overall framework and what it means for both the GRN and the UN system in Namibia, followed by more specific conclusions on relevance of the UNPAF given the emerging dynamic development context; capacity of the UN system to deliver on the UNPAF; the performance of the UN Reform agenda; coordination and management mechanisms for the UNPAF; the sustainability; and scalability of the UNPAF.

4.1 General Conclusions

With Namibia's proclamation of itself as a self-starter to the implementation of the United Nations Reform agenda through the Delivering as One UN, the scene has been set for engagement in the arrangement of program continued delivery on a unified basis. The architecture of the UNPAF embraces that and has planted the all-important seed for future replication and direction.

As the very first partnership framework, the UNPAF 2014-2018 has provided an opportunity for UN agencies in Namibia for closer interface and recognition of the values and advantages of pooling resources and efforts in support of common goals and objectives.

Overall, the UN agencies are implementing the activities in support of the fourth NDP, which are reflected in the UNPAF's first two year rolling plans. There is demonstrated evidence that progress is being achieved, shown through corroborations from implementing partners and UN annual reports. However, implementation is happening amidst poor coordination in GRN, between GRN and the UN and within the UN; a strain on capacity and resources in both GRN and the UN; and an absence of clear performance management and an evaluation framework within GRN.

The UN has also demonstrated considerable flexibility and responsiveness around its support to GRN being innovative in some of its interventions by looking at areas outside the scope of the UNPAF – namely in its support to strengthening the capacity for emergency preparedness and responsiveness. The MTR observed that some of the areas where the UN has been called to be flexible is increasingly taking up more and more of UN agency time and effort. Much of this work needs better alignment with the UNPAF work program.

4.2 Specific Conclusions

1. Emerging Development Context. The UNPAF remains very relevant despite the emerging development context. The findings show that it is very closely aligned to the NDP5 particularly in support of the social upliftment, environmental sustainability and good governance pillars. The UNPAF has demonstrated alignment with about half of the



desired aspirations of this development plan. The UNPAF is also very closely aligned to the SDGs, covering 11 out of the 17 goals; and the UN naturally has the comparative advantage to work closely with government to deliver on these goals given its mandate as the convenor for the SDGs. Although the UNPAF is only aligned with a quarter of the Harambee Prosperity Plan targets, it is very strongly aligned with two pillars - social progression and good governance; where UNPAF outcomes are 71 per cent aligned with the targets. Even with regard to emergency response, the UNPAF is relevant as it has outcomes, which specifically look to responding to these issues under the Poverty Pillar, however more can be done to build up the capacity on preparedness aspect of disaster risk management.

2. Delivering as One. The UN system in Namibia is making strides towards meeting the requirements of the UN Reform agenda and has put in place the requisite internal structures e.g. PDT, OMT, M&E etc. Overall, there appears to be cohesion on management of the framework, with regular UNCT meetings and UNCT direction on administrative and programmatic issues. However, internal coordination remains poor specifically on programming and programme delivery. Despite the good performance in the leadership, this has not been translated in the implementation of the programme as the MTR was informed of duplication of efforts in some sectors (e.g. in the Health sector where two UN agencies have overlapping support to Adolescent Friendly Health Services). Other programming challenges include working on activities outside the scope of the UNPAF. This is also evidence by how some of the programming does not fall within the context of the UNPAF, despite working under the framework for two and half years. Reporting is also a challenge, and this affects the programme, as it does not have a clear tracker of performance, however the challenge is borne principally from the lack of an adequate framework for the UN to align with in GRN. The approach to use joint programs could have advanced the Reform objectives as well as a common resource pool to finance the programs – the very important aspect of a combined resource pool needs to be put in place to facilitate effective programming as One. The JUTA for example is showing good progress and a very coordinated mechanism for delivery of HIV/AIDs related support, lessons from this approach can be adopted in developing other joint programmes. The One Budget framework also requires more attention, and will need closer follow up especially on what the UN system had envisaged in terms of financial size of the UNPAF and its current reality. On administration, the One approach has not reached the optimal level of delivery; opportunities exist for further alignment in the procurement of services, and use of other common services e.g. having a common pool of vehicles. Therefore, in principle although the UN System has good intentions towards Delivering as One, it still falls short of the expectations.



3. UNPAF Coordination and Management. The UNPAF is not well coordinated nor managed from both the GRN and the UN System, this is evident in the lack of the use of the coordination mechanisms i.e. the forums for meeting to discuss progress and planning; as well as the lack of visibility of the UNPAF as a concept amongst the implementing partners; and poor communication between NPC and UN system (RCO) during the preparation of the MTR. NPC did not appear to have a strong convening arrangement for the UNPAF implementing ministries, which in turn diffused the UN agencies intentions to better coordinate amongst themselves. The current situation fosters duplications in achieving the same stated goals, differing interpretation of implementation parameters like indicators, reporting periods etc. The example of the Education and Skills Pillar where there was strong GRN coordination and leadership, the UN agencies were better coordinated, minimising transaction costs for government in terms of planning, implementation and reporting. The MTR therefore concludes that coordination is key to strengthen GRN leadership and ownership of its development agenda for improved results and implementation.

The Pillar with the least coordination was the Institutional Environment Pillar where there was no apparent convening body or forum in the two and a half years of UNPAF implementation. The broad focus and multiple implementing partners under this Pillar could have greatly contributed to this. The implementation of the activities under this Pillar though is attributed to the understanding of the stakeholders of their work plan and the need to get these activities done. UN support to these agencies was welcome and deemed relevant and sufficient.

4. Sustainability. Sustainability of the UNPAF is great impacted by capacity especially on the GRN side, as they are responsible for implementation of the activities. In order for the UN to develop this capacity, which is lacking in GRN, the UN's own capacity will have to be sufficient. The demands from GRN on building capacity, knowledge transfer and sharing of best practice require more technical staff to deliver on this ask. National systems in Namibia need on-going support in order to stand alone as robust systems; right now UN support is not completely aligned with national systems but has the potential to support them.

Without a comprehensive and robust resource mobilisation strategy for the UNPAF, it will be very difficult to sustain the operations and programmatic implementation of the UNPAF. Resources could be mobilised through strategic partners, traditional and non-traditional donors; as well through cost sharing with GRN – this would foster an even greater sense of partnership.

5. Scalability is also dependent upon increased capacity and capacity development initiatives in order to increase the types of interventions currently carried out through



the UNPAF. This too would require a resource mobilisation strategy and the recruitment of the right type of personnel.

6. **Capacity.** The transition from development assistance to partnership i.e. working within a UMIC context required a more systematic approach towards reskilling and staffing. The UN system transitioned its framework, but did not fully transition on the required set of new compliment of skills and competencies that would be required to operate under this new approach. Although some level of the capacity might be in house, it is clear more of the relevant skills are still needed.

As a result, UN system has considerable capacity challenges; however, despite this it is managing to support the implementation of the UNPAF activities. To be a more effective partner, and to be able to provide more relevant support the UN will need to consider acquiring relevant skills and where possible ensure that it retains the relevant skills it already has in place. More specifically coordination of UNPAF has been very challenging on the UN side, and this could be attributed to insufficient capacity in the Resident Coordinator's Office to coordinate the activities of the four pillars, provide technical support to the PDT, and act as a liaison with the national coordinating body, the NPC. Change management has also affected institutional memory, capacity to deliver (in terms of numbers and relevant skill set) as well as morale for delivery. This has been felt across most UN agencies and is still on going.

The issue of capacity is also prevalent within GRN. The NPC has a capacity challenge in terms of coordination on the UNPAF, with RCO and also with the implementing ministries. Clearly, the issue of capacity also extends to the implementing ministries, as this is one consistent plea in terms of required support from the UN system. Capacity issues in GRN affect the ability to improve overall implementation, including the performance of the UN.



5 RECOMMENDATIONS

As the UNPAF is on course to implement foreseen activities, the MTR recommends that the bulk of those activities should be allowed to continue, albeit with some adjustments given the evolving reality. This continuation of the bulk of the activities will allow the national development process to take its course until the preparations for NDP5 are complete and emerging lessons can be utilised to further streamline the UNPAF. This is elaborated in the specific recommendations below.

5.1 General Recommendations

1. More generally, GRN working together with the UN system needs to ensure that there is a common understanding of the UNPAF across all levels of government supported by the framework as well as other stakeholders working in the Pillars supported by the UN system. The link between the UNPAF and the national development frameworks of Namibia have to be clearly defined and articulated by both GRN and the UN system, in order to leverage more mileage in the delivery of the development agenda. Clearer understanding of this link will also lead to a greater call to accountability of the UN system to live out the Reform Agenda commitments.

2. The implementation of the UNPAF can further be called to accountability through the support of the CSO community. Their strength in advocacy could be used in this sphere as well as in support to implementation. Moreover, the UN has a strategic position to influence government to actively involve civil society in topical issues such as access to land, water, housing health, disaster response (drought) and climate change, tendering review, rural development, human rights, Gender Based Violence, developing national budget, planning, and SDG domestication.

5.2 Changing development context

1. Given the relevance of the UNPAF vis-à-vis the evolved development context, it is recommended that the UNPAF structure stays the same within the same focus in terms of Pillars. More specifically the following should be done:

- a) A declaration of the alignment with the NDP5, the Harambee Prosperity Plan and the SDGs should be appended through an addendum to the UNPAF document whereby it can reflect that for the remainder of its timeframe the UNPAF is in alignment with these programs.
- b) When developing the 2017/18 rolling work plans, the UN system should work closely with GRN counterparts to ensure that the activities that are developed under each Pillar squarely target the new development agendas. The MTR provides a great opportunity to align UN programming more closely with the emerging development policies and targets; as well as with some of the emerging work that the UN agencies have been called to do e.g. the work on environment and energy, and the protection



of children against violence and abuse. Lessons from the final two years of implementation can serve to further align the new UNPAF more closely with these documents. MTR would like to caution against taking on all aligned components but rather that the UN should be more selective in its interventions basing it more on the capacity that has been mobilised.

- c) On the issue of DRM the MTR recommends that the work currently being done under Pillar 4 should be beefed up to include Output 2.1 and 2.2² of the DRM Strategy for UN Namibia. This would go towards strengthening the preparedness and responsiveness of the GRN and UN towards managing natural disasters.
- d) The GRN has improved on its planning processes for the NDP5 by starting the process of drafting the new development plan earlier within the planning cycle and being more inclusive as well as developing results matrices, and sector investment plans. This transformation again avails the opportunity for the UN to align the next UNPAF with the remaining years of the NDP5 i.e. the next UNPAF cycle should run from 2019 – 2022.

2. For the next UNPAF, the MTR suggests a carefully conducted common country assessment in collaboration with NPC. This assessment should also carry out a prioritisation exercise that will use comparative advantage, agency mandate and on the ground UN system capacity as the criteria for interventions in the newly defined areas of support.

5.3 Coordination Mechanisms

For true co-ownership of the UNPAF, the coordination mechanisms need to be strengthened. This applies between both GRN and the UN system as well as inter agency within the UN system. There is a need to redefine the partnership with strong commitment from both the GRN coordinating body, NPC, and the RCO on coordinating the overall delivery of the framework. The MTR recommends the following:

- 1. The GRN-UN Technical Committee and the Development Forum for the UNPAF will need to be re-activated. This will increase ownership, and a better understanding of what the UNPAF is and how it is supporting Namibia's development agendas –

² Output 2.1. Policy and legislative framework for DRM are fully implemented and performed including through support from the UN System in Namibia.

Output 2.2. Monitoring of and reporting on the Sendai Framework implementation in Namibia is efficiently carried out by the Directorate DRM including through support from the UN System in Namibia.



something that is currently lacking. The GRN-UN Technical Committee should broaden its membership to include all Pillar implementing ministries, and should meet at least once a year and as and when it is required for troubleshooting purposes. During the planning phase of the next UNPAF, this committee should meet more often to plan and prepare. The Development Forum should take place once a year as initially envisaged allowing for a global discussion on UNPAF annual performance.

2. At the Pillar level, the MTR recommends purposeful cohesion amongst UN agencies within the Pillars, and especially in allowing the lead UN agency to represent the UN in all matters pertaining to that sector as is the case with the Education sector. The UN agencies are expected to adhere to the principal of mutual accountability with respect to coordination, this means that there should be an aspect of self-governance in how they work together as Pillar members. The function of the lead agency is not to control the others but rather to facilitate the coordination and serves as the representative for other agencies on Pillar matters. The UNPAF Pillar Coordination Committees should meet at least twice a year; one of those meetings should be in preparation for the broader sectoral meetings under the GRN national development framework. Pillar Coordination meetings should include participation of the PS of the lead sector ministry as well as other key stakeholders and partners.

3. As development assistance in Namibia continues to dwindle, yet the requirements to support the war on poverty and to tackle youth unemployment and inequality increases, GRN will need to ensure that the support it receives especially in terms of ODA is better coordinated. Improving the coordination of this support can allow for more targeted approach to tackling these issues. GRN through NPC may work with UN system to improve development partner coordination with the UN system (RC) serving as the convenor for this community.

5.4 Reporting – M&E

1. The GRN needs to ensure that its reporting, and monitoring and evaluation framework is put in place for its various development plans. This will allow the UN to fully align the UNPAF results matrix to that of the GRN.

2. The UN's M&E Team should step up its support to not only the statistics component of Pillar 1 but also the monitoring and evaluation aspect of outcome 3 of that Pillar. The foreseen Strategy and Analysis Unit can also provide support in the area of data collection and analysis. GRN's capacity to track its progress should be developed alongside UN support to their programs – this will go a long way to develop true capacity for program and project management for effective development.



3. Strengthened GRN reporting and M&E capacity will also facilitate the alignment of UNPAF reporting to GRN development plans and strategies; it is strongly recommended that in order to further deepen GRN ownership of their development agenda that UN reporting and M&E systems should align to those being used by GRN.

4. Once the framework is in place, reporting will need to be done consistently on an annual basis with clearer indication as to whether annual progress is on track to meet the end of the UNPAF targets. Despite the rolling two-year work plan, reporting should be done on an annual basis with distinct reports for annual performance. A results matrix that tracks indicators on an annual basis should also be developed as well as written reports that qualify progress. These tracking tools will give a better picture of progress.

5.5 Delivering as One

The UN system in Namibia has demonstrated that it wants to Deliver as One and is making strides towards consolidating this, but more can be done. Under the One programme framework the MTR recommends that agencies should develop the 2017/18 work program in line with emerging development context as well as to retrofit the emerging areas of support some of the UN agencies have been focussing on over the last year. As M&E framework of NDP 5 is being finalised ensure that the indicators and results matrices for subsequent UNPAFs fully align with them. If the existing indicators are no longer valid to support the emerging development documents, a process of migration should be considered and endorsed by sector ministries, NPC and the UN system.

For the One budgetary framework, the MTR recommends that the UN agencies should review their initial commitments to the UNPAF, taking a critical look at resource requirements going forward given the need for certain staff capacity and the emerging areas of work. It would be helpful for the PDT to update this resource matrix in the UNPAF, as well as document annual disbursements so as to provide a better picture of what resources are going into the UNPAF, as well as indicate the gaps if any. The MTR also recommends that UNCT should procure the resource mobilisation expert to develop the resource mobilisation strategy; and the implementation of the resource mobilisation strategy so as to allow the UN to deliver from a position of strength. MTR also encourages the continuance of the common budgetary framework for administrative issues as well as for programming.

On the One empowered leader and One empowered team, the MTR recommends a re-establishment of on-going dialogue with GRN on the UNPAF and the UN support to Namibia. Pillar convenors taken on a leading role on the UN agenda in their respective Pillars and the RC in the overall program. Mutual accountability on coordination should

be the premise for which each UNCT member and their teams engage by in order to further DaO.

As for One Voice, the MTR recommends that the UNCG rolls out the UNPAF communications strategy right away, and also to support UNCT in regular internal information sharing activities around the UNPAF and how the UN is supporting GRN through this coordinated framework.

5.6 Capacity Assessment

These recommendations are based on the internal capacity assessment conducted by the MTR through the questionnaire and interviews of UNCT members. It therefore only focuses on UN requirements. However, the MTR would like to highlight that GRN should also seek to retain the capacity that is being developed by the UN System through its on-going interventions in the UNPAF. Effective delivery of the GRN's development plans hinge on adequate capacity, both human and institutional, to deliver. Coordination is another key area where GRN needs to develop its capacity especially if NPC is to play convening role for both ministries and development partners. It should consider creating a role that will solely focus on coordination.

1. The MTR findings indicate the need for the following sector/thematic expertise: poverty reduction (economist); gender and governance. The change management process should specifically highlight the need for these program staff, and arrange to recruit them. The current sharing arrangement for the economist (between UNDP Malawi and UNDP Namibia) is not considered adequate, especially given that emerging "War on Poverty" - the strong emphasis on reducing poverty by GRN, would require a full time resource who can contribute to situational analysis, program development and support to implementation etc. Furthermore, the new Ministry of Poverty Reduction and Social Welfare needs strong technical support and capacity development – full time resources would best support this work. The MTR also suggests that the UN should reflect on its support to governance related activities and outcomes in Pillar 1. Pillar performance over the last two years specifically in the areas of governance were supported by a governance advisor, however this role does not currently exist after the change management exercise in UNDP. The UN together with GRN will have to consider how to handle oversight of these activities going forward given ongoing requirement to improve public service delivery, accountability, transparency as per NDP 5, HPP and the UN's mandate to support governance and the targets within the SDGs.

2. The UN system will also need to develop certain skills for program delivery including policy advocacy, communications, M&E, resource mobilisation, policy dialogue and negotiations. This should be done through training its staff or through recruitment after

the change management process is finalised. These skills should form part of the requirement of sector experts to be recruited as per recommendation 2 above.

3. On M&E, training UNCT must ensure that all program staff undergo a results based management training so that they can meet the reporting requirement of the M&E Team. This will greatly improve the annual reports and performance tracking of the overall outcomes.

4. UNCT should consider pooling of resources (staff) especially in gender, communications, poverty reduction and economics.

5. More specifically programme management of the UNPAF is required through a capacitated and empowered RCO function. RCO needs a senior professional (preferably P4) strong in programming to lead the programme coordination role, and engage with GRN at a more senior level with the support of the Coordination Analyst and Development Effectiveness Officer, and an M&E specialist. The MTR notes that UNDP will be developing a Strategy Analysis Unit which could also serve to provide some of the programme coordination support required in RCO through its information management, policy and strategic analysis function.

Overview of overall MTR recommendations

Theme	Recommendation	Timeframe	Responsible
General	1. Regular information sharing on UNPAF	Short term – immediate	UN/ NPC
	2. Wider stakeholder (CSO, DPs, Academia, Private sector) involvement	Short term - immediate	UN/NPC
Emerging context	1. Addendum to UNPAF to show alignment with emerging development context.	Short term	UNCT/ NPC
	2. Reformulate Pillar work programs and activities to better reflect emerging focus areas loosely linked to the UNPAF	Short term	UNCT/NPC



Coordination Mechanism	1. Reinstate GRN-UN Technical Committee and include implementing ministries	Medium term	NPC/UN (RCO)
	2. Development Forum to be held annually	Medium term	NPC
	3. Reinstate Pillar Meetings with GRN counterparts	Short term	NPC/IPs/UN
Reporting and M&E	1. Develop GRN M&E framework	Short term	NPC
	2. Strengthen GRN M&E framework	Medium term	UN M&E Team and SAU
	3. Align UNPAF results matrix to GRN M&E framework	Short term	UN/NPC
Capacity Assessment	1. Recruit sector experts	Medium terms (not more than 6 months)	Agency specific
	2. Decision on governance related activities	Short-term	UN/NPC
	3. Develop core skills for upstream support	Short term	UNCT
	4. M&E training	On-going	UNCT
	5. Develop RCO capacity	Short – medium term	RC
	6. Pooling of resources		UNCT

Overview of MTR recommendations for DaO

Principle	Recommendation	Timeframe
One programme framework	<ul style="list-style-type: none"> Develop the 2017/18 work program in line with emerging development context 	Short-term

	<p>(see recommendation 7.2 1(b))</p> <ul style="list-style-type: none"> As M&E framework of NDP 5 is being finalised ensure that the indicators and results matrices for subsequent UNPAFs fully align with them. If the existing indicators are no longer valid to support the emerging development documents, a process of migration should be considered and endorsed by sector ministries, NPC and the UN system. 	Short -term
One Budgetary Framework	<ul style="list-style-type: none"> Procure the Resource mobilisation expert to develop the resource mobilisation strategy. Implement the resource mobilisation strategy. Continue the common budgetary framework for administrative issues as well as for programming. 	<p>Short term – immediate</p> <p>Medium term – 6 months</p> <p>Short-term immediate</p>
One empowered Leader and empowered Team	<ul style="list-style-type: none"> Re-establish on-going dialogue with GRN on the UNPAF and the UN support to Namibia. Pillar convenors lead the UN agenda in said Pillar and the RC in the overall program. 	<p>Short term – immediate</p> <p>Short-term - immediate</p>
One Office	Harmonise business operations to facilitate smooth and efficient (including cost efficient) delivery as One.	On going.
One Voice	<ul style="list-style-type: none"> Start implementation of the UNPAF Communication 	Short term - immediate



	Strategy.	
--	-----------	--

6 Annexes



6.1 Annex 1 – Terms of Reference



UNITED NATIONS

OFFICE OF THE RESIDENT COORDINATOR

NAMIBIA

**TERMS OF REFERENCE: MID-TERM REVIEW OF UNITED
NATIONS DEVELOPMENT FRAMEWORK (UNPAF)**

1. Background

The Namibian UNPAF

The United Nations Development Partnership Framework (UNPAF), covering the period 2014-2018, is a vehicle for strategic partnership and resource planning which drives the programmes through which the UN Country Team (UNCT) supports Namibia in national development priorities. The UNPAF provides the overarching framework for the work of the United Nations in Namibia and was designed in 2013 to be in line of the Fourth National Development Plan (NDP 4), the Vision 2030 road map and other national priorities. Through the UNPAF, the UN System seeks to focus upon: supporting the development of capacities of national institutions; fostering multidisciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice under the four pillars. The UNPAF is reviewed annually to assess key achievements for the year and contributions of each UN agency against each outcome detailed in the document.

The year 2014 marked the first year of the UNPAF 2014-2018 cycle. While the UN's development interventions have focused to a large extent on supporting the development capacities of national institutions, there have also been significant achievements in other parts of the country and at the national policy level.

The current UNPAF for the UN system in Namibia for the period 2014-2018 concentrates on Institutional Environment, Education and Skills, Health, and Reducing Extreme Poverty which are addressed by the following twelve outcomes.

- **Outcome 1:** Policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented.
- **Outcome 2:** The Government and partners are promoting and protecting human rights effectively.
- **Outcome 3:** Functional monitoring and evaluation and statistical analysis systems are in place to monitor and report on progress.
- **Outcome 4:** Namibia complies with most of her international treaties' accession/ ratification, monitoring and reporting obligations.
- **Outcome 5:** Namibia is implementing policies and programmes that improve learning outcomes at all levels.
- **Outcome 6:** Namibia has accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address



- social, economic and environmental determinants of health and improve health outcomes.
- **Outcome 7:** Namibia has a strengthened health system that delivers quality, accessible, affordable, integrated and equitable health care.
 - **Outcome 8:** Namibia is implementing effectively and in a coordinated manner, policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability.
 - **Outcome 9:** National Gender Plan of Action and Gender-Based Violence Plans of Action are being implemented effectively.
 - **Outcome 10:** The national social protection system is strengthened and expanded to poor and vulnerable households and individuals.
 - **Outcome 11:** Namibia has reviewed, and is implementing, policies and strategies which ensure that severely poor and vulnerable households have access to and are utilizing productive resources and services for food and nutrition security and sustainable income generation.
 - **Outcome 12:** Institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively.

In view of the implementation of the UNPAF in early 2014, the UN Country Team must have the right skills and capacities to organize and plan its support to Government.

Development Context - Local

Namibia, an upper middle income country (MIC) faces a plethora of interrelated development challenges similar to those faced by least developed countries (LDCs), but also has tremendous potential for growth and development. This potential is bolstered by the country's political stability, strong economic performance and macroeconomic stability, strategic geographic positioning, natural resource endowments, high level of infrastructural development, and established development cooperation and trade with partners in the region and globally.

The national long-term development goal outlined in the Vision 2030 document is founded on the following six key pillars:

- 1) Education;
- 2) Science and technology;



- 3) Health and development;
- 4) Sustainable agriculture;
- 5) Peace and social justice; and
- 6) Gender equality.

The vision aims to transform Namibia into a healthy and food-secure nation in which all diseases are under secure control, and people enjoy a good quality of life with access to quality social services. The vision also seeks to create a diversified, open market economy, with a resource-based industrial sector and commercial agriculture, and the promotion of competitiveness in the export sector. Ultimately, the Government, through the Vision 2030, aims to reduce income inequalities, access to and control over productive resources, and access to basic social services that currently exist. The Vision is operationalized through successive five-year National Development Plans (NDPs).

The current government has also declared “War on Poverty” seeking to achieve the goals on poverty eradication by 2025.

Development Context – International

December 2015 marked the end date for the MDGs. The UN Summit at the General Assembly in September, saw world leaders agree upon the new development agenda for the post-2015 era. An integrated set of six essential elements is provided to help frame and reinforce the sustainable development agenda and ensure that the ambition and vision expressed by Member States communicate and is delivered at the country level:

- (a) Dignity: to end poverty and fight inequality;
- (b) People: to ensure healthy lives, knowledge and the inclusion of women and children;
- (c) Prosperity: to grow a strong, inclusive and transformative economy;
- (d) Planet: to protect our ecosystems for all societies and our children;
- (e) Justice: to promote safe and peaceful societies and strong institutions; and
- (f) Partnership: to catalyse global solidarity for sustainable development.

Contributing to the six elements, are the 17 proposed Sustainable Development Goals (SDGs) and 169 Indicators put forward by an open working group of the General Assembly. The SG’s report did not alter these, and they have subsequently been put



forward in their original form and agreed upon during the inter-governmental negotiations³.

While the international community deliberated and reached consensus on the new development agenda, the United Nations system is also working towards ensuring that it is “Fit for Purpose” to deliver on the post-2015 sustainable development agenda. By being ‘Fit for Purpose’, it must be relevant, innovative, agile, inclusive, coordinated and results-oriented. It must be guided by universal human rights and international norms, integrate the United Nations normative frameworks with its operational activities and be responsive to the differentiated needs of countries. It must provide specialized advice when requested, and be equally adept at ensuring an integrated approach, working across disciplines with relevant skill sets to better support Member States in addressing complex multi-sectoral challenges. The system must forge effective partnerships to leverage the expertise, capacities and resources of external partners⁴.

2. Purpose of the UNPAF MTR

The overall purpose of the UNPAF MTR is to review the implementation of the UNPAF and assess its continued relevance in light of the many changes in the local and international context.

The first stage of the MTR is therefore to conduct a review of current context, taking into account both changes locally and those at a global level linked to the emerging agenda for the post-2015 era in terms of the Sustainable Development Goals and the UN ‘Fit for Purpose’ agenda. The second stage will assess the relevance of the UNPAF to the current context, taking into account the emerging national and global development priorities. At this stage it is imperative that an internal capacity assessment of the whole UN systems is conducted in order to see whether the envisage support would have been provided with the available capacity. The final stage will be the forward looking recommendations, including any proposed adjustments to the UNPAF design and architecture based on the local and global contexts, and progress on its indicators.

³ For details on the 17 goals and the corresponding 169 indicators - <https://sustainabledevelopment.un.org/sdgsproposal>).

⁴ Further information can be accessed through <http://post2015.unssc.org/>



The MTR will be conducted in close partnership with the Government and other national counterparts and will serve as a major input for the remainder of the UNPAF cycle, providing the UNCT with tangible evidence on the progress made and the gaps that exist.

3. Scope of work

3.1 Substantive components of the MTR

The Mid-Term review will comprise the following components.

1. Context Analysis: Taking into account the rapidly changing national context and development priorities as well as the emerging sustainable development agenda and the SDGs. (approximately 10-15 pages)
2. Relevance of the current UNPAF towards current and emerging national and global development priorities (approximately 10-15 pages)
 - Assess progress made using UNPAF results and indicators framework
 - What have been the major achievements and lessons learnt since the UNPAF commenced in 2014?
 - Identify UN contributions, gaps and/or opportunities for further progress, to the country's development priorities as identified in the UNPAF results and indicators framework.
 - Is the current UN assistance (UNPAF 2014-2018) still relevant and appropriate to the national priorities, and emerging global development agenda?
 - Has the UN recognized and effectively responded to urgent and emerging priorities which were not originally in the UNPAF?
3. The capacity assessment will provide an overall assessment and analysis of existing human resource capacities within the UN System and compare it against what is needed for the successful implementation of the UNPAF (2014-2018). The capacity of individual UN agencies to effectively implement those components of the UNPAF pillars assigned to them will need to be examined as well.

The assessment will propose strategies for ensuring appropriate human resource

capacity is in place for effective support to long-term development needs of Namibia

by focusing on answering the following 3 central questions:

- To what degree does the UN System in Namibia have the human resource capacity to deliver against the results outlined in the UNPAF Results Framework and the UNPAF Action Plan?



- What is the nature and extent of the skills and competency gaps (if any) that may impede delivering against the joint results outlined in the UNPAF document, Results Framework and Action Plan?
 - Do the individual agencies possess the requisite skill sets to implement UNPAF as well as deliver the related outcomes under their respective Country Programmes drawn from UNPAF?
 - How can senior management (UNCT and the respective agencies) jointly address identified gaps in skills and competencies in the short to medium term?
4. Forward looking recommendations for adjustments to UNPAF design and architecture, identify entry points to increase UN relevance to deliver on the national priorities and new global sustainable development agenda;
- To what extent is the design of the UNPAF and its coordination and implementation architecture relevant to the rapidly evolving international and national development context? Are revisions required to ensure that the UN in Namibia is “Fit for Purpose”?
 - Is the vertical and horizontal logic of the UNPAF Action Plans valid?
 - Is there a good fit between available resources (\$, people, time) and expected results/ systems?
 - How would the available gaps be addressed to ensure full realization of expected results
 - How do joint programmes affect the delivery of UNPAF results? To what extent is DaO being implemented?
5. Sustainability: Does the UNPAF programme have the capacity to sustain its operations in terms of financial and programmatic implementation?
- How strong and sustainable are systems put in place through national systems to continue delivering quality services to the Namibian population?
 - What lessons related to sustainability can we draw from the execution of the programme?
6. Scalability/Replicability: What components of the UNPAF show greater likelihood for scalability and why? How likely is the programme or its components to be scaled or replicated by relevant ministries in government?

3.2 Suggested methodology for preparing the MTR

The UN Resident Coordinator’s Office will oversee the UNPAF MTR, in close collaboration with the UN Country Team, UNPAF M&E Group and National counterparts.

In preparing the report, the Service Provider is expected to draw upon all available materials to conduct the analysis. The context analysis should include for example, but



not be limited to, a review of key Government documents, state party reports/observations, UNDAF (2015) end cycle evaluation, UNCT self-assessment on SOPs, and sector-specific bottleneck analysis.

The Service Provider's source of data is not expected to be primary data collected through a formalized survey, although consultations (KIs and/or FDGs) with key stakeholders and partners, including UN colleagues, Government Counterparts, Development Partners and Civil Society representatives will need to be held. The incorporation of a partner's perceptions study and a UN capacity assessment will be an asset.

The Service Provider will be supported by one UN colleague or international consultant with experience working in similar development contexts, i.e. especially in MIC countries, with a strong commitment towards strengthening democratic governance and rule of law. The international colleague will also be able to bring access to the latest information from UN HQ in terms of the post-2015 development agenda, and 'Fit for Purpose' reforms.

4. Deliverables

PHASE	DELIVERABLES	DUE DATES
PHASE 1	1.1 Briefing with UN Resident Coordinator and PDT Group (Video/Telephone Conferencing). 1.2 Tele conferencing Meeting with the UN Country Team. 1.3 Desk review of all data sources 1.4 Based on 1, 2 and 3 develop an Initial Inception Report that includes an overview of findings so far. 1.5 Preparation of the Final Inception Report	(Weeks 1 and 2) August 8 – August 21
PHASE 2	2.1 Initial Consultations with key Stakeholders at all levels (Government, UN, IP's etc) 2.2 Group Consultation with Key Partners 2.3 Field Visits (to be determined) 2.4 Meetings with IP's and Beneficiaries	(Weeks 3 and 4) August 22 – September 11
PHASE 3	3.1 Prepare and submit first draft report to UN Resident Coordinator's Office 3.2 Based on feedback received from the UN via the RCO. Prepare and submit second	(2 Weeks) September 12 – October



	draft report for review by UNCT and Government. 3.3 Based on feedback received from UNCT and Government, Finalize Report	02
--	---	----

5. Implementation arrangements and provision of monitoring and progress controls

The principal responsibility for overseeing the MTR lies with the RCO.

6. Selection of Service-Provider

Selection will be based on an open and competitive bidding process. Interested applicants with the capacity to execute the scope of work described above should submit a detailed and realistic proposal including methodology and work plan along with rationale as to why it would be the best to carry out the scope of work. The information provided in the scope of work is not prescriptive and the UN remains open to interested bidders elaborating and presenting what they consider to be the most appropriate methodological approach and work plan to achieving the desired end results. However, the decision as to the final methodology to be followed in the Report will rest with the UN.

The consultancy is scheduled to begin in **08 August 2016**.

7. Required qualifications of Service-Provider

The research institute/team should comprise of experts with high levels of technical, sectoral and policy expertise; rigorous research and report writing skills; and the capacity to conduct an independent and quality analysis. Specific requirements are:

Analytical/theoretical capability

- Excellent understanding of the local context, and in particular the new and emerging policy directions;
- A deep understanding of development, its drivers and trends in Namibia;
- A sound understanding of the United Nations system and its modalities of working;
- Familiarity with the global development agenda in terms of the MDGs, SDG's, and the post-2015 development agenda;
- Prior experience conducting strategic policy reviews etc.; and



- Proven ability to produce reports and high quality academic publications in English.

Technical expertise

- Demonstrated ability to undertake similar assignments with adequate human resources. The research team should bring extensive experience in research and policy analysis, with the lead researcher(s) having a PhD in a relevant field and bringing at least 10 years work experience. Research Assistants should have an academic degree in a relevant field and experience;
- Comprehensive background in research and strategic analysis;
- High degree of professionalism and able to adhere to agreed timelines and deliverables;
- Good ICT infrastructure and support; and
- Extensive operational contacts with government institutions, development partners and civil society partners.

8). Technical evaluation criteria

Overall technical evaluation criteria:

Summary of Technical Proposal	Total Points
<u>Section 1</u> : Expertise of organisation	250
<u>Section 2</u> : Proposed methodology, work plan and approach(es)	200
<u>Section 3</u> : Resource team/panel capacity	250
Total	700

Details of evaluation criteria and marking scheme:

Section 1: Competence/expertise of the organisation:

No	Criteria	Points
1.1	Previous experience in undertaking research and strategic analysis across multiple development	150



	sectors	
1.2	Quality of relevant sample materials related to development submitted, such as research studies, evaluations, policy briefs, etc.	50
1.3	Previous clients and partners	50

Section 2: Proposed methodology, work plan and approach (es)

No	Criteria	Points
2.1	Methodology and approach	100
2.2	Realistic work plan	50
2.3	Defined tasks to carry out the scope of works and relevance to the Terms of Reference	50

Section 3: Resource team/panel capacity

No	Criteria	Points
3.1	Previous experience of resource panel	100
3.2	Sufficient human resources, with cross-sectoral composition, to undertake scope of work and deliverables	100
3.3	Relevant qualifications	50



Annex A

Company Name:

1. Contents of the Financial Proposal

The financial proposal should satisfy the following:

The calculation of fees should indicate the Total Cost for an ***“all-inclusive”*** cost in Namibian Dollars (NAD) for the following breakdowns, as per the TOR:

Cost Item	Item Cost (NAD)
1). Cost for Phase 1	
2). Cost for Phase 2	
3). Cost for Phase 3	
Grant Total – <i>“All Inclusive”</i> (Namibian Dollars)	

- b) Any and all incidental Out of Pocket Expenses (OPE) must be included in the overall “all-inclusive” fees submitted to the UN.
- c) The fees proposed must be a total “fixed price” quotation indicating the overall total amount in Namibian Dollars. The total fees as quoted by your firm to the UN for the purpose of the present RFP shall be firm and final.
- d) All prices quoted must be exclusive of all taxes, since the UN is exempt from taxes as detailed in clause 18 of the General Conditions of Contract (Annexure III).
- e) No amount other than the proposed total “all inclusive price” fees shall be paid by the UN for the provision of the **UNPAF Mid Term Review** which is the subject of the present RFP.
- f) The costs of preparing a proposal and of negotiating a contract are not reimbursable by the UN.



6.2 Annex 2 – List of People Met

UNITED NATIONS			
No.	INSTITUTION	CONTACT PERSON	CONTACT DETAILS
1.	RC	MS. KIKI GBEHO	(061)2046216
2.	RCO	CELIA/MARTHA/INA	(061)2046111
3.	UNAIDS	MR. THARCISSE BARIHUTA	(061)2046219
4.	WFP	MS.JENNIFER BITONDE	(061)2046364
5.	UNESCO	MR. JEAN-PIERRE ILBOUDO	(061)2047201
6.	UNFPA	MS. DENNIA GAYLE	(061)2046277
7.	PRG	MS. IZUMI MOROTA	(061)2046217
8.	UNICEF	MS. MARQUES DE SOUSA	(061)2046249
9.	WHO	MR. MONIR ISLAM	(061)82037001
10.	PDT	MR. MARCUS BETTS	(061)2046250
11.	M & E	MR. OBERT MUTUMBA	(061)2046371
12.	OMT	MR.SAIDU BAI KAMARA	(061)2046272
13.	GTG	MS. LETISIA ALFEUS	(061)2046423
14.	UNFPA	MR. ISRAEL TJIZAKE	(061)2046266
15.	UNDP	MR. FABIAN MUBIANA	(061)2046234
16.	UNDP	MS. MEGAN VAN TURAH	(061)2046222
17.	UNESCO	MR. EHRENS MBAMANOVANDU	(061)2047211
GOVERNMENT INSTITUTIONS			
NO.	INSTITUTION	CONTACT PERSON	CONTACT DETAILS
1.	NPC	MR. NED SIBEYA	(061)2834108
2.	NPC	MR. JOHHANES ASHIPALA	(061)2834148
3.	NPC	MS. MARY HANGULA	(061)2834108
4.	OPM	MR. ABNER XOAGUB	0812524813
5.	MOHSS	MS.PETRONELLA MASSABANE	(061)2032019
6.	MOHSS	MS. MARGORIE VAN WYK	0812374317
7.	MOHSS	MR. CHARLES USURUA	0811442366
8.	MOHSS	MRS. BERTHA KATJIVENA	0811221977
9.	MOHSS	MR. THOMAS MBEELI	0811403438
10.	MOHSS	MS. NDAPEWA HAMUNIME	0811243587/2032864
11.	MOHSS	MR. FARAI MAVHUNGA	0812133527/2032435
12.	MOHSS	MS. FLORENCE TJITUKA	0812778100/2032832
13.	MOHSS	MR. NICHOLAS MUTENDA	0812401689/2032826

14.	MOHSS	MR. AMBROSIUS UAKURAMA	0811293328/2032821
15.	MPESW	MR. I-BEN NASHANDI	(061)4355005
16.	MGECW	MS. WILHENCIA UIRAS	(061)2833187
CIVIL SERVICE ORGANISATIONS			
NO.	INSTITUTION	CONTACT PERSON	CONTACT DETAILS
1.	UNAM	MR. JOHN NAKUTA	0811270661
2.	OMBUDSMAN	MS. EILEEN RAKOW	0812937134
3.	NANASO	MR. SANDY TJARONDA	0814734266
DEVELOPMENT PARTNERS			
NO.	INSTITUTION	CONTACT PERSON	CONTACT DETAILS
1	AMERICAN EMBASSY	MR. THOMAS DOUGHTON	(061)2958599
2	GERMAN EMBASSY	MR. CHRISTIANN MATTHIAS SCHLAGA	(061)273103
3	EMBASSY OF JAPAN	MR. HIDEYUKI SAKAMOTO	(061)426700
4	EUROPEAN UNION	MS. SONJA GODINHO	(061)2026207

NO.	INSTITUTION	CONTACT PERSON	CONTACT DETAILS
1.	OPM	MR. IITENGE	
2.	OPM	MS. ANASTASIA AMUNYELA	
3.	OPM	MR. KASEBA	
4.	MOHSS	MS MARTINA ALLIES	
5.	MOHSS	MS DOROTHEA DIENGAARDT	
6.	MOHSS	MS CHARLOTTE BUYS	
7.	MOHSS	MS FOLBE MOSES	
8.	USAID	MR. BRIAN FINK	
9.	EMBASSY OF JAPAN	MS. KAORU YOKOTANI	
10.			
11.			



6.3 ANNEX 3 – LIST OF DOCUMENTS REVIEWED

1. Namibia: CPD Summary results matrix
2. National Drought Response
3. Periodic implementation reports including minutes of review meetings
4. Sustainable Development Goals documents.
5. United Nations Partnership Framework for Namibia, Annual Report 2014/15 Draft
6. Action Plans Final 25 June 2015
7. Namibia UNDAF 2006-2013 - Terminal Evaluation June/July 2015
8. Letter of Intent on the implementation of delivering as one UN in Namibia, OPM Letter
9. List of UNCT Members
10. Terms of Reference: GRN- United Nations Partnership framework (UNPAF)-Pillar Coordination Committees (PCC) December 2015 Draft
11. Terms of reference: Joint GRN-UN Technical Committee
13. Terms of Reference: Midterm review of United Nations Development Framework (UNPAF)
14. UNPAF Action Plan (2014-2015)
15. GRN/UN Partnership Framework 2014-2018(UNPAF)
16. UNICEF- Draft country program documents
17. First Draft Concept Note on the GRN-UN and Other Development Partners Coordination Forum
18. GTG Activity Mapping UN Namibia All Agencies 20161004
19. Draft GTG TORs 2016
20. GTG Minutes 22 Oct 2016
21. UNCT 2015 retreat summary
22. PDT minutes 2016
23. UNCT Minutes January to October 2016
24. UN Presentation to Health Sector Review Meeting 7-11 October 2013-WHO-UNFPA-UNICEF-UNAIDS-FINAL (1)



6.4 ANNEX 4 – CAPACITY ASSESSMENT QUESTIONNAIRE

UNPAF MTR Capacity Assessment

1. What percentage of your agency's work falls under the UNPAF?

2. What percentage of your professional staff work on UNPAF related activities?

3. Do you need more staff to deliver on the UNPAF?

Yes

No

Not sure

4. Is there a coordination function for UNPAF related activities in your agency?

Yes



No

5. How many professional staff does your agency have?

6. How many UNPAF related activities does your agency implement?

7. Has the UNPAF added activities which require a skill set not currently found in your staff?

8. Do you have the right staff compliment for the UNPAF activities?

9. What type of staff do you need to be able to better deliver UNPAF related activities?

10. What skill set is needed to improve your agency's delivery of UNPAF activities? Please list them.

11. What can you suggest to address identified gaps, including joint solutions?



6.5 RESPONSES TO CAPACITY ASSESSMENT QUESTIONNAIRE

Question	Response
1. What percentage of your agency's work falls under the UNPAF?	100 % (UNDP, UNFPA, FAO, WFP, UNAIDS) 95% - UNICEF 20% - UNIC 25% - WHO 45% - UNESCO Not sure - IOM
2. What percentage of your professional staff work on UNPAF related activities?	100 % (UNFPA, FAO, WFP, UNAIDS) 95% - UNICEF Not sure – UNDP 1% - UNIC 75% - WHO (staff but not time) 25% - UNESCO
3. Do you need more staff to deliver on the UNPAF?	Yes – UNAIDS, FAO, WFP, UNDP, UNIC, UNESCO No – UNFPA, UNICEF Not sure - WHO
4. Is there a coordination function for UNPAF related activities in your agency?	Yes – all agencies
5. How many professional staff does your agency have?	
6. How many UNPAF related activities does your agency implement?	57 – UNFPA 10 – FAO 2 – WFP 6 - UNESCO
7. Has the UNPAF added activities which require a skill set not currently found in your staff?	Gender - UNAIDS Poverty Reduction-UNAIDS Upstream level engagement- UNFPA Communication - WFP M&E - WFP No – UNESCO,WHO,UNIC, UNICEF, FAO,
8. Do you have the right staff compliment for the UNPAF activities?	Yes, but need more people – UNAIDS, FAO, WFP, Yes – UNICEF, WHO, UNESCO No – UNFPA, UNDP, UNIC,
9. What type of staff do you need to be able to better deliver UNPAF related activities?	Gender – UNAIDS, WFP, UNDP Human Rights – UNAIDS Technically strong staff with skills to deliver upstream advisory – UNFPA Programme Development staff- FAO Communications – WFP, UNIC M&E – WFP, UNESCO

	Governance – UNDP Economist - UNDP
10. What skill set is needed to improve your agency's delivery of UNPAF activities? Please list them.	Gender – UNAIDS, WFP, UNDP Human Right - UNAIDS Communications – UNAIDS, UNFPA, WFP, UNICEF, UNIC Analytical skills (policy) – UNFPA, UNICEF Agricultural Economist - FAO Statistician - FAO M&E – WFP, UNICEF Resource Mobilisation – UNICEF Planning -UNICEF Research – UNICEF Governance – UNDP Economist _ UNDP
11. What can you suggest to address identified gaps, including joint solutions?	Mobilise additional technical and financial resources – UNAIDS, FAO Prioritise key activities in remaining 2 years – UNAIDS Explore how to deliver more with less resources – UNAIDS Strengthened RCO for improved coordination – WFP, UNICEF Resource mobilisation/ specific UNPAF Budget – UNESCO Stronger interaction with GRN on UNPAF implementation - UNESCO

