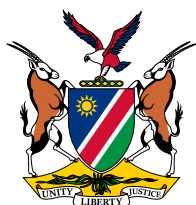




# Namibia

UNPAF 2019-2023 **REVIEW**



Republic of Namibia



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NAMIBIA





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**UNPAF 2019-2023 REVIEW**

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The following emerging evaluators are recognized for their significant contributions:

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# Introduction





Since its independence in 1990, the United Nations has been a key partner in Namibia's development, designing programmes through a coordinated approach to promote enduring and extensive progress. Namibia has been designated a Delivering as One (DaO) country since 2009, and the United Nations System continues to implement UN development system reforms and design processes that enhance coordination and coherence in delivering results.

The United Nations Partnership Agreement Framework (UNPAF) is the framework under which the United Nations System has been supporting the Government of the Republic of Namibia (GRN).

UNPAF is designed to support government programmes in a coherent manner, focusing on development, as well as humanitarian and human rights agendas. This ensures optimal UN coordination, coherence, effectiveness, and efficiency for maximum impact.

In 2018, the United Nations System and the GRN signed the UNPAF 2019–2023, which outlines the United Nations' support for the realisation of the country's development programmes.

The UNPAF is guided by and aligned with Namibia's Vision 2030, which is implemented through National Development Plans (the country is currently moving towards the sixth cycle of its National Development Plan, NDP 5/6, 2017/18 - 2021/22/23); the Harambee Prosperity Plan (HPP); the Blueprint for Wealth Redistribution and Poverty Eradication; the African Union's Agenda 2063; the global Sustainable Development Goals (SDGs); and other international treaties and conventions.

The UNPAF was signed by 17 UN entities, with ten having a physical presence in the country:

- **United Nations Resident Coordinator**
- **Food and Agriculture Organisation of the United Nations (FAO)**
- **United Nations Development Programme (UNDP)**
- **World Health Organisation (WHO)**
- **World Food Programme (WFP)**
- **UN Entity for Gender Equality and the Empowerment of Women (UN Women)**
- **International Labour Organisation (ILO)**
- **United Nations Department of Economic and Social Affairs (UNDESA)**
- **United Nations International Children's Emergency Fund (UNICEF)**
- **Joint United Nations Programme on HIV/AIDS (UNAIDS)**

- **International Organisation for Migration (IOM)**
- **United Nations Population Fund (UNFPA)**
- **United Nations Education, Scientific and Cultural Organisation (UNESCO)**
- **United Nations High Commissioner for Refugees (UNHCR)**
- **United Nations Industrial Development Organisation (UNIDO)**

As with all programmes supported through the UN System, the UNPAF 2019–2023 was designed to ensure support through a coherent programming approach that integrates development, humanitarian, and human rights agendas. This approach aims to ensure optimal United Nations coordination, coherence, effectiveness, and efficiency for maximum impact.

In terms of its alignment with Namibia's NDP 5, the UN partnership framework has four main result areas:

- A. economic progression**
- B. social transformation**
- C. environmental sustainability and**
- D. good governance**

The current UNPAF (2019-2023) has been extended until 2024 with approval from the UN DCO in November 2022. This extension resulted from the Government of the Republic of Namibia's (GRN) decision in 2022 to align the planning process of the next Cooperation Framework with the formulation process of its Sixth National Development Plan (NDP6).

In 2022, the UN Namibia office initiated the roll-out of the Common Country Analysis (CCA) and the evaluation of UNPAF, which will continue in 2023 based on the programme extension. In August 2023, the United Nations Country Team (UNCT) appointed a consultant to conduct a brief review of the United Nations Partnership Framework (UNPAF) 2019-2023.

The review of the United Nations Partnership Assistance Framework (UNPAF) was conducted through a series of three workshops. The initial workshop took place on August 23, 2023, and aimed at engaging members of the UNPAF Pillar, Programme Management Teams, and the Results-Based Management Group. The second workshop was conducted on September 26, 2023, and was dedicated to soliciting insights from the United Nations Country Team regarding their perspectives on the implementation of the UNPAF. The final workshop occurred on October 3, 2023, and involved implementing partners, including both the private sector and Civil Society Organisations (CSOs).

This report details the findings from the three consultative meetings.



# Aims and objectives of the consultancy REVIEW UNPAF 2019-2023

# 1





The consultancy aimed to establish the degree of implementation and operational efficiency of the UNPAF, assess the coherence and collaboration among different UN agencies, and provide clear recommendations for the next Cooperation Framework cycle to accelerate SDG progress in Namibia.

Stakeholder engagement formed a key part of the consultancy approach and involved structured group discussions that addressed the following:

### 1. Coherence

To what extent had the UNPAF promoted complementarity, harmonisation, and coordination with other key development partners to maximise results?

### 2. Effectiveness

The extent to which the intervention had achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

### 3. Efficiency

The extent to which the intervention delivered, or is likely to deliver, results in an economical and timely way. Had the UNPAF reduce transaction costs for partners through greater UN coherence and discipline?

### 4. Coordination

The extent to which the different agencies delivered as 'One UN'.

The following deliverables were expected from the consultant:

## I. Comprehensive review report

Preparation of a report summarising the findings, conclusions, and recommendations of the UNPAF review process. The report to highlights progress, challenges, and lessons learned.

## II. Recommendations for the New United Nations Sustainable Development Cooperation Framework (UNSDCF)

Presentation of clear and actionable recommendations to inform the development of the new UNSDCF, focusing on alignment with national development priorities, effectiveness enhancement and maximising impact.

In line with these deliverables, a series of three workshops were conducted:

- **First workshop: Facilitation of a one-day workshop (23 August 2023), aimed at engaging members of the UNPAF Pillar, Programme Management Teams, and the Results-Based Management Group. Refer to a list of participants under appendix 1;**
- **Second workshop: Conducted on the 26 September 2023, this was exclusively dedicated to soliciting insights from the United Nations Country Team regarding their perspectives on the implementation of the UNPAF.**
- **The final workshop occurred on October 3, 2023, and involved implementing partners, encompassing both the private sector and Civil Society Organisations (CSOs).**
- **As part of the process the consulted guided the discussions and undertook assessment of the coherence, effectiveness, and efficiency of the UNPAF. This included understanding of the challenges faced, opportunities identified, and areas for improvement.**
- **Ensuring that all stakeholders were actively engaged and their inputs adequately captured.**
- **Coordinating with the RCO / UNCT and the UNPAF Results Group to gather the necessary information and feedback.**
- **Compiling and synthesising inputs from the workshop, documented reviews, interviews, online surveys and case studies.**
- **Preparing a comprehensive report that presents findings, lessons learned, and specific, actionable recommendations for the new United Nations Sustainable Development Cooperation Framework (UNSDCF).**



# Approach

# 2







### 2.1 Desk and literature review

For insight into the stated objectives and expected deliverables of the review, the consultant studied key documents relating to UNPAF, including Namibia's national development plans and SDG framework, UNPAF 2015-2018, as well as reports highlighting the work of the UN in the country.

The desk reviews and discussions were guided by the OECD evaluation criteria, focusing on the following key thematic elements: i. coherence ii. coverage iii. connectiveness iv. coordination v. effectiveness vi. efficiency vii. relevance viii. strategic positioning ix. sustainability and x. application of a human rights-based approach (HRBA).

### 2.2 UNPAF 2019-2023

The UNPAF was formulated through consultation with, and revision by, key stakeholders across Namibia and was finalised and validated in April 2018. The programme is rooted in the overall UN philosophy, which places a premium on aligning support with local development agendas, as illustrated in Figure 1 (page 14).

The focus of UNPAF is on the eradication of poverty and increased equality for people living in Namibia. To achieve this, four main areas of intervention were identified, which are linked to the four pillars of Namibia's NDP 5.

A specific outcome was identified for each pillar, with the exception of the Social Transformation Pillar, which has four specific outcomes: health, education, protection from violence, and social protection.

Further, under each priority area, UNPAF outcomes aim to contribute to specific SDGs, with a cross-cutting contribution to reducing inequalities (SDG 10) and strengthening partnerships and information management (SDG 17).

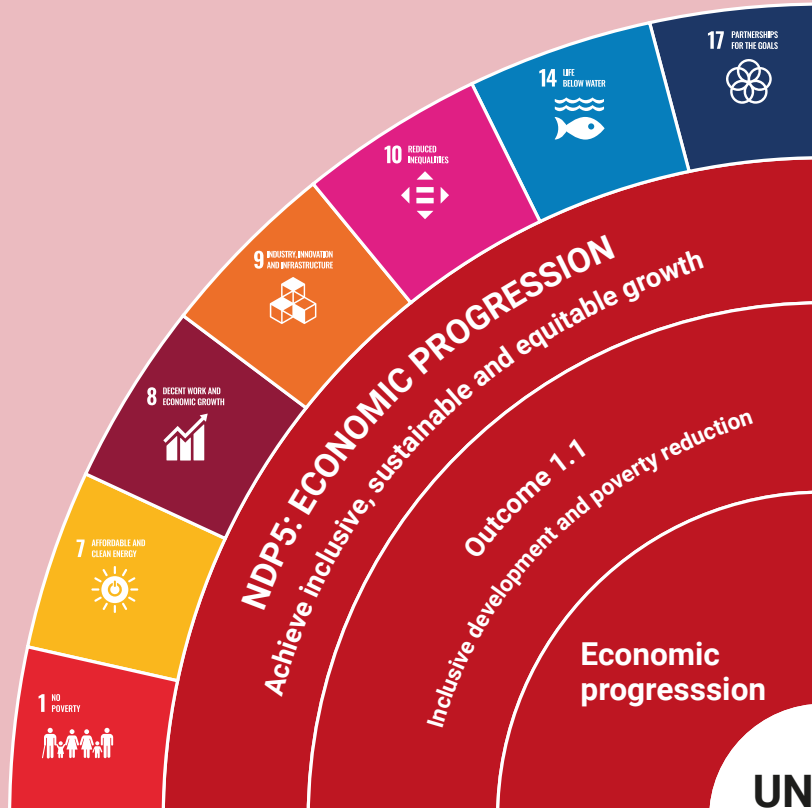


Figure 1 UNPAF 2019-2023



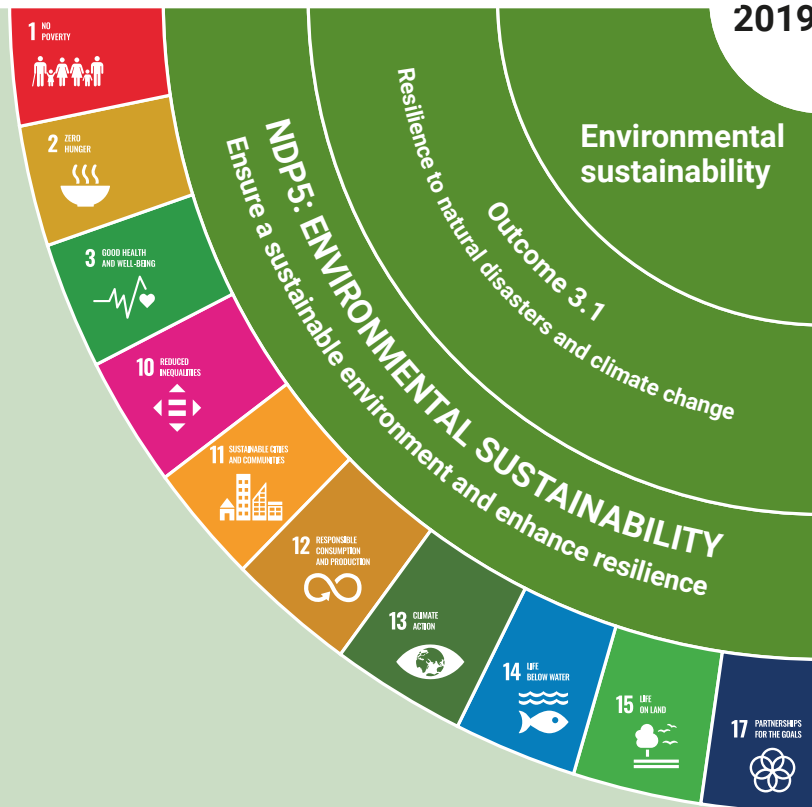
## Economic Progression

By 2023, institutions implement policies for inclusive development and poverty reduction for vulnerable groups



## Environmental Sustainability

By 2023, vulnerable populations in disaster prone areas and biodiversity sensitive areas are resilient to shocks and climate change effects and benefit from natural resources management



## Social Transformation

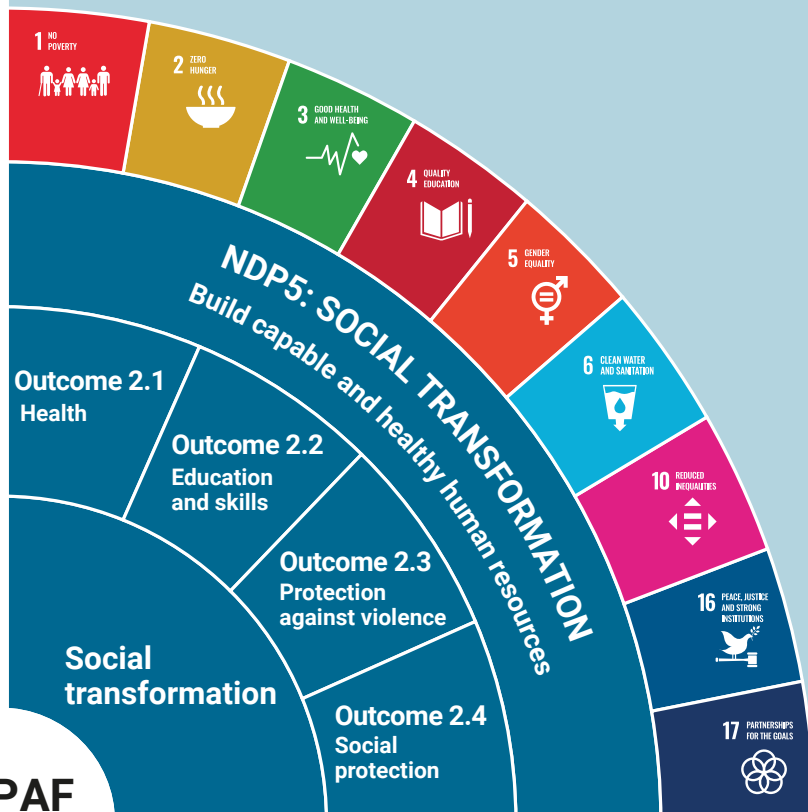


By 2023, vulnerable women, children, adolescents and young people in Namibia have access to and utilise quality integrated health care and nutrition services - Universal Health Coverage (UHC)

By 2023, vulnerable children and young people in Namibia have equitable access to inclusive quality education and life-long learning

By 2023, vulnerable women and children are empowered and protected against violence, abuse, neglect and exploitation

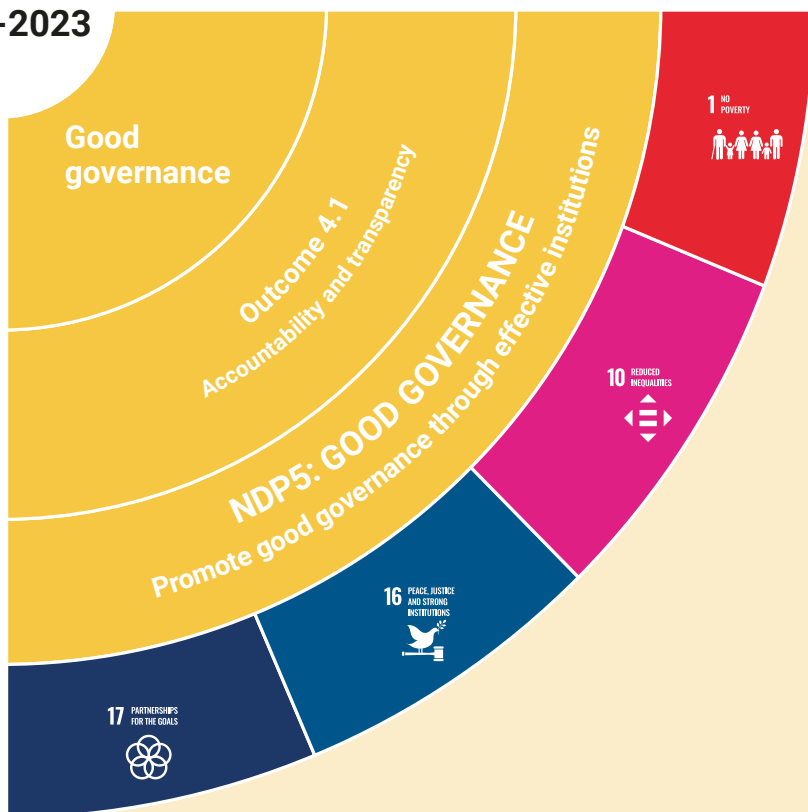
By 2023, the most vulnerable children, persons living with disabilities, marginalised communities, and poor utilise quality, integrated social protection services



UNPAF 2023

## Good Governance

By 2023, vulnerable populations in disaster prone areas and biodiversity sensitive areas are resilient to shocks and climate change effects and benefit from natural resources management





### 2.3 Theory-based approach

The facilitator adopted a theory-based approach to assess UNPAF interventions (2019-2023) by employing an explicit Theory of Change (TOC). This theory outlines how interventions lead to specific outcomes, aligning with the country’s development goals. It highlights causal links, assumptions, and contextual factors impacting success. This approach generates insights into effective strategies and reasons for success or failure, focusing on analysing causal links between changes at

different levels of the result chain and exploring how assumptions and context affect intended outcomes.

In this approach, contribution analysis is employed to examine evidence for assumptions, confirm expected result chains, and consider external factors’ influence on outcomes.

The review found that the UNPAF does not have a Theory of Change (TOC).

Figure 2 UNPAF 4 Pillars and Outcomes

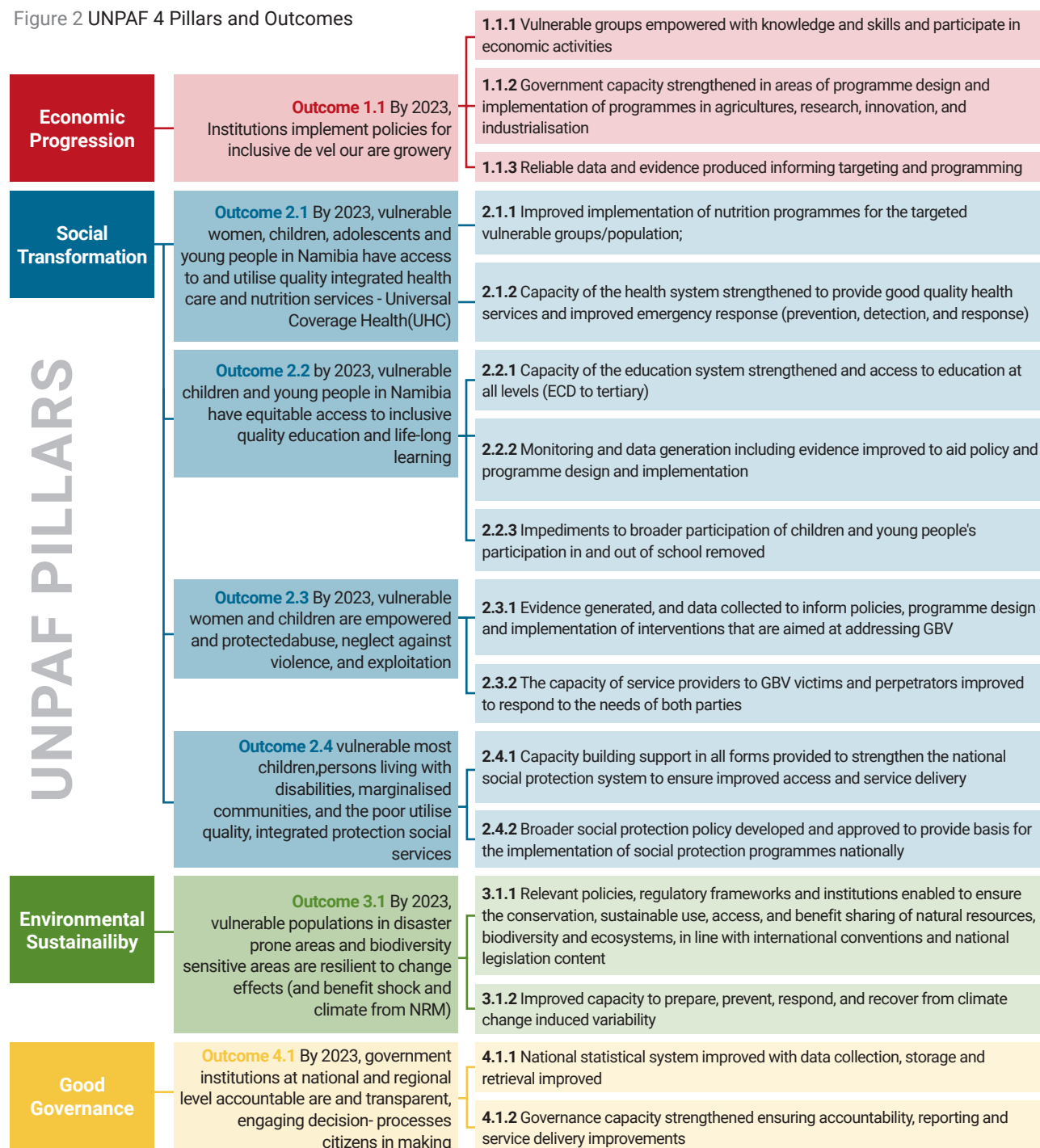
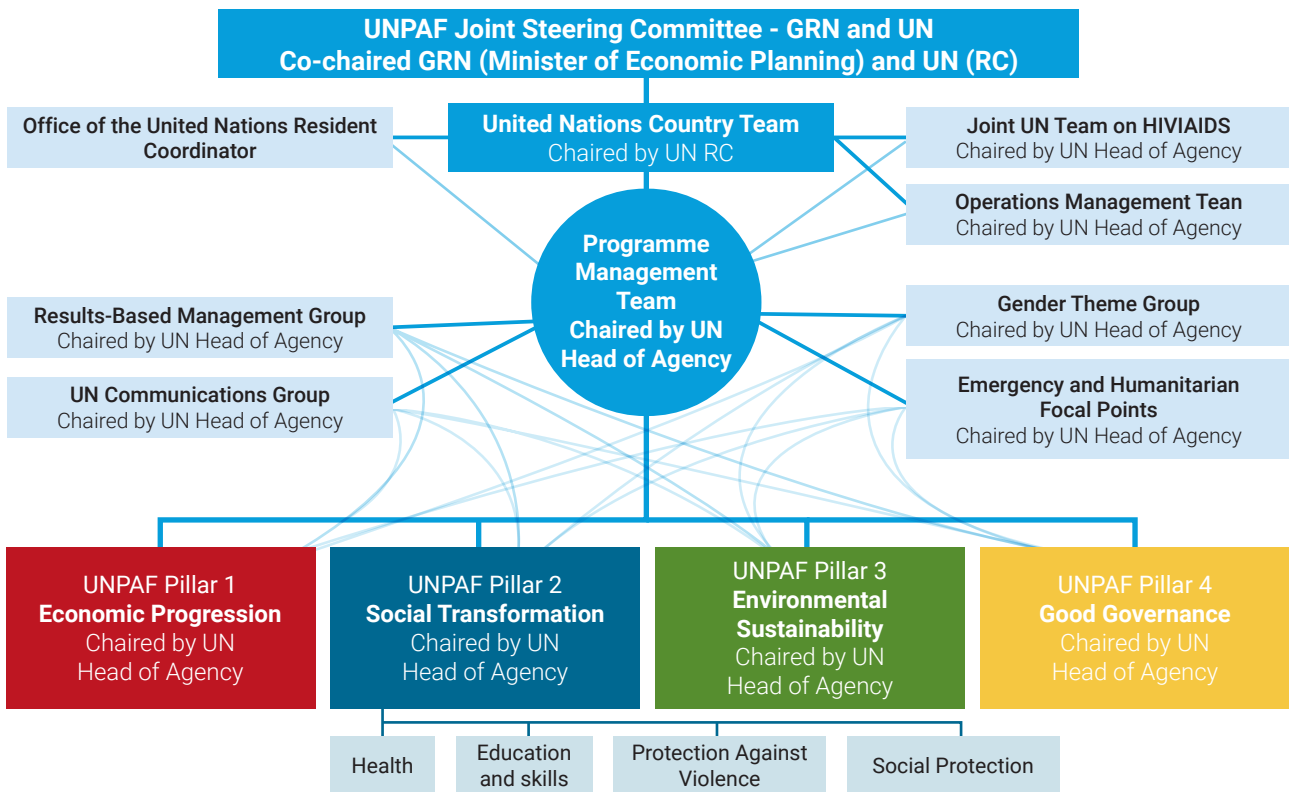




Figure 3 UNPAF2019-2023 Government Structure and Implementation Mechanism



**2.4 Collection of information**

Throughout the review process, the consultant gathered information and feedback from the review and assessment workshops, as well as the studied documents.

Information was collected using both secondary and primary data sources. Secondary data was obtained from UNPAF-related documents and statistical data related to key indicators.

Primary data was collected through a series of three workshops. The initial workshop took place on August 23, 2023, specifically aimed at engaging members of the UNPAF Pillar, Programme Management Teams, and the Results-Based Management Group. The second workshop was conducted on September 26, 2023, and was exclusively dedicated to soliciting insights from the United Nations Country Team regarding their perspectives on the implementation of the UNPAF. The final workshop occurred on October 3, 2023, and involved implementing partners, including both the private sector and Civil Society Organisations (CSOs).

Refer to appendices 9.2 and 9.3 for the lists of attendance and the agenda of the consultative meetings.

**2.5 UNPAF 2019-2023: Workshop, UNCT review meeting and multi-stakeholders review meetings**

This report is a result of contributions from over 130 participants:

- **1st Review: 40 participants representing the RCO office and the UNPAF Pillar’s focal points/technical staff.**
- **2nd Review: Over 20 participants from the UNCT.**
- **3rd Multi-stakeholders Meeting: Between 60-70 participants, including representatives from the UN, UNPAF implementing partners (government, non-governmental organisations, and the private sector).**

In addition, over 10 participants, mainly representing UN agencies, attended all the meetings online.

The meetings focused on all four progression pillars highlighted in Namibia’s development plans:

- A. Economic Progression**
- B. Social Transformation**
- C. Environmental Sustainability**
- D. Good Governance**

Facilitation, presentation and content

The review and assessment of UNPAF 2019-2023 were conducted in accordance with the UNEG Ethical Guidelines for Evaluation and the OECD/DAC evaluation criteria. The following key principles were drawn upon:



- **Impartiality, independence, confidentiality, ensuring inclusivity, taking a participatory approach and ensuring that all internal and external stakeholders' voices are included.**

In line with these guidelines, the consultant facilitated three consultative meetings/workshops to engage key stakeholders.

The workshops adopted a participatory approach, using face-to-face interactions and PowerPoint presentations, followed by discussions in plenary sessions.

Each workshop included question and answer sessions, providing opportunities for participants to discuss highlighted issues, exchange ideas, and seek clarifications.

At the end of each session, chairpersons, including RCO and NPC officers, provided a summary of the key takeaways.

To ensure positive participation, a welcoming and safe environment was created. Specifically, the workshops adopted the following format:

- **PowerPoint presentations (PPT):** Presenters were required to make PPT presentations.
- **The first workshop and the 3rd meeting**, the chair or designated person of the respective pillars made presentations, highlighting the objectives of the pillar, the outcomes, outputs, strategic action, budget, overall achievements, challenges and recommendations.

- **Interactive sessions:** After each pillar presentation, participants were given the opportunity to provide input into the issues raised.
- **As part of the process and to stimulate debate, the facilitator designed guidelines for the process and used those to guide the discussion.**
- **To encourage in-depth discussion, the facilitator invited active participants to address key aspects of the pillars, focusing on the following key elements:**
  - Aspects of the UNPAF 2019-2023 that worked well;
  - Aspects of the UNPAF that did not work well;
  - Challenges encountered during UNPAF 2019-2023 implementation and mitigating elements;
  - Consideration on how to improve, moving forward;
  - Opportunities and recommendations for the new UNSDCF 2025-2029;
- **The 2nd workshop with UNCT, the consultant presented the UNPAF 2019-2023 summary based on the Pillars presentation. This was followed by contribution and clarifications from the country teams.**
- **The consultant was assisted by three emerging young researchers whose task was to capture all the contributions from participants.**

(Please refer to the Agenda for all consultative meetings under Appendix 9.1 and 9.4 )



# Limitations

The consultancy aimed to provide an assessment of the implementation and operational efficiency of the UNPAF, evaluate the coherence and collaboration among different UN agencies, and offer clear recommendations for the next Cooperation Framework cycle to accelerate SDG progress in Namibia.

In light of the above, the following were some of the limitations identified with the process:

- **UNPAF design**
  - No clearly stated Theory of Change
  - The UNPAF outcome is set at a high level, while reports are focused on the output level;
  - Misalignment between the indicators of the UNPAF/NDP5 and SDGs
  - Limitations were experienced with respect to available national data at outcome level, with the most recent data being from 2006 or 2011.
  - All programmes faces deep-rooted data and resultant evaluation, challenge, which directly affects assessment of outcomes and output indicators.
- Limited or lack of CSO, NGOs reports related to NDP, SDGs

# 3

# Key findings of the UNPAF 2019-2023 review

# 4





## This chapter is divided into two sections

**1** The initial part presents overall conclusions derived from specific pillars, detailing advancements, challenges, opportunities, and suggestions for the forthcoming UNSDCF 2025-2029.

**2** The second segment delves into a comprehensive assessment of the overarching UNPAF 2019-2023, in line with OECD evaluation criteria, encompassing insights from all four pillars. It centres on aspects of relevance, coordination, coherence, effectiveness, efficiency, strategic positioning, and sustainability. This section emphasizes the present scenario, obstacles, and recommendations for the new UNSDCF 2025-2029.

### 4.1 Findings based on the presentations and discussions held on August 23, 2023, September 26, and the multi-stakeholder meeting on October 3, according to the four pillars.

#### 4.1.1 Pillar 1: Economic Progression

##### Outcome

**By 2023, institutions implement policies for inclusive development and poverty reduction for vulnerable groups.**

The UN is committed to supporting the Government of the Republic of Namibia's (GRN) programmes in sustaining economic growth and promoting economic structures towards labour-intensive sectors and value addition, enabling GRN to create opportunities for the country's young population in the economic sphere.

Progress has been made under this pillar in terms of technical assistance provision, capacity building, and joint programming. The development of knowledge products and tools in collaboration with the government and civil society constitutes a key advancement in this regard. Joint programming has led to more impactful delivery due to the pooled expertise and resources of the participating agencies. This was also made possible through strong coordination, where joint planning meetings were conducted using a consultative process with diverse groups, leading to inclusive and diverse programmes.

##### Challenges

There were, however, challenges experienced. While the UN is committed to ensuring the implementation of policies, the policy development process was found to be protracted and often required continued support to see it through to implementation.

Policy coherence was reported as a challenge, where results were not sufficiently coordinated. This was further complicated by human capacity constraints in the various departments/ministries/institutions, affecting the timely development of concept notes, among others. Timeframes allocated for technical assistance for specific outputs were limited and not aligned with the implementation pace of the government, resulting in incomplete outputs or poor deliverables.

The implementation of UNPAF took place during the outbreak of COVID-19, which had a radically disruptive impact on the programme. Programme funds were redirected towards emergency responses, and supply and logistics chains were disrupted, delaying the implementation of projects.

One of the key strategic interventions was to support the production of reliable economic data. However, there appears to have been limited or no progress to date, as there is no reliable data, and the bulk of the available data, whether employment statistics or other data, was more than five years old.



Overall, there was some cooperation with the funding programmes. For example, joint proposals yielded better outcomes concerning resource mobilisation for the UN support to government (UN-SDG Joint Programme). However, there was still inadequate cooperation between UN agencies on the 'economic progression' pillar and with the government.

### Opportunities and recommendations for the new UNSDCF 2025-2029: Economic Pillar

A number of opportunities and recommendations were identified under this pillar, including data strengthening, policy development, technical and financial support, joint programming, and coordination. The following actions are recommended:

#### Coherence

- **Policy development:** Strengthen policy development and ensure active engagement of key stakeholders in the country, such as academic institutions, and enhance human resource capacity in policy departments.
- The upper middle-income status of the country has contributed to inadequate funds available for development, impacting the implementation of key programmes.

#### Coordination

- The UN, as a global accelerator on jobs, social protection, and just transition, presents a great opportunity to support the GRN in addressing the identified triple challenges.
- Strengthen joint reporting to amplify opportunities for joint planning and cohesion among UN agencies and the government.
- Strengthen joint programming and area-based interventions to foster greater resource mobilisation and coordination between GRN and the UN System, creating clear pathways for communication and minimising programme overlaps.
- Ensure a thorough understanding of the project's

objectives and planned activities for senior management in different agencies to effectively oversee the programme's undertaking.

- **Strengthen and coordinate engagement across all sectors at a fundamental level.**

#### Efficiency

- **Data:** Strengthen the production of reliable economic data, particularly through institutions like the Namibia Statistics Agency and academic institutions, which is critical for evidence-based programming, monitoring and evaluation.
- **Strengthen diversification of the economy, reducing reliance on the exportation of a few raw materials.**
- **Technical assistance:** Promote new technological and sustainable businesses to produce innovative products in areas like local bush biomass and value-added production and income-generating activities in rural areas.
- **Finances:** Harmonize financial, procurement, and consultancy service systems to foster the principle of Delivering As One (DAO).
- **Support academic institutions in ensuring that curricula align with the new economic landscape, enhancing the capacity to create employment opportunities for new graduates.**

#### Effectiveness

- **Use innovation and digital technology for implementation.**
- **Strengthen work on enablers in the manufacturing and informal sectors, sustainable energy production, and skills and entrepreneurship development.**
- **Leverage Namibia's youthful population as an entry point for all UN agencies to achieve economic growth and SDG goals.**
- **Identify and develop strategies to support the government in capitalising on new resource discoveries like oil, gas, and green hydrogen, ensuring optimal economic growth and addressing employment, poverty, and inequality challenges.**

## Economic Progression









## 4.1.2 Pillar II: Social Transformation

### 4.1.2.1 Health

#### Outcome

**By 2023, vulnerable women, children, adolescents, and young people in Namibia have access to and utilize quality integrated health care and nutrition services Universal Health Coverage (UHC).**

#### Key outputs

- Improved implementation of nutrition programmes for targeted vulnerable groups/populations;
- Strengthened capacity of the health system to provide good quality health services and improved emergency response systems (prevention, detection, and response).

The UN has contributed significantly towards this pillar, especially in strengthening the implementation of the Reach Every Child (REC) initiative and building overall capacity within the health system. During the UNPAF implementation, support to the health system resulted in over 296,000 children and 20,000 adults being reached through integrated immunisation campaigns, showcasing these contributions.

The UN supported the review and development of policies, guidelines, and action plans to improve service delivery quality (e.g., the post-abortion care guideline and strengthening the capacity of health workers in perinatal death surveillance, PMTCT, and post-abortion care). Furthermore, the UN jointly supported the validation assessment of the elimination of Mother-to-Child Transmission (eMTCT) of HIV, Syphilis, and Hepatitis B (HBV), leading to key reflections on progress and gaps to be addressed. Additional efforts included gender assessments of the HIV and TB responses and decentralized HIV responses through the Regional AIDS Coordinating Committees (RACOC). The establishment of partnerships with the government, development partners, CSOs, academia, and other stakeholders facilitated the UN's work in the Health sub-pillar.

Additionally, supply chain management and the quantification of medicines and commodities were strengthened.

#### Challenges

There were a number of challenges that hindered progress under this pillar. These include:

- Limited population data to monitor progress and health outcomes.
- Inadequate human and financial resources to implement identified interventions.
- Weak alliance with NGOs, partly due to the weak or non-existence of strong civil society organisations in the country.
- Weak preventative health care services, exacerbated by the COVID-19 pandemic, which redirected health resources and affected other programme implementations. Shortages of commodities and equipment and inadequate reproductive commodities for contraception hampered health workers' ability to provide contraceptives..

#### Opportunities and recommendations for the new UNSDCF 2025-2029: Social Transformation Pillar II: Health

The following actions are recommended:

#### Coherence

- Strengthen the design and implementation of public health (promotive and preventive health care services).
- Align outputs with government health sector strategies and policies.
- Strengthen GRN's ability to prepare for and respond to emergencies, focusing on prevention, readiness, and response.
- Urgently scale sanitation services in collaboration with other stakeholders.

#### Coordination

- Strengthen civil society structures to increase their participation or contribution to preventive services.

#### Effectiveness

- Strengthen integration of food and nutrition across all segments of the population.
- Continue to strengthen access to quality and affordable healthcare, particularly for the rural poor and the marginalized

#### Efficiency

- Support the capacity of community health workers, especially their ability to contribute to the prevention of communicable diseases.
- Strengthen human and financial resources, especially for implementing partners.
- Strengthen data, including e-health capabilities, for evidence-based interventions.

## Health





## 4.1.2.2 Education

### Outcome

**By 2023, vulnerable children and young people in Namibia have equitable access to inclusive quality education and life-long learning.**

### Key outputs

- Strengthened capacity of the education system and access to education at all levels (ECD to tertiary).
- Improved monitoring and data generation, including evidence gathering, to aid policy and programme design and implementation.
- Removal of impediments to broader participation of children and young people in and out of school.

**With respect to this pillar, the UN identified eight strategic interventions:**

**i)** Support M & E systems; **ii)** Support education data; **iii)** Enhance access to and quality of integrated Early childhood Development (ECD) and primary education programmes with the focus on the poor and marginalised and persons with disabilities and other special needs; **iv)** Support for increased capital investment in education; **v)** Removal of health and safety barriers in education; **vi)** Advocate for equitable spending across the education system; **vii)** Strengthen capacity of school management, curriculum design and teacher development; **viii)** Enhance access to equitable and relevant Technical and Vocational Education and Training (TVET), higher education and science technology.

**The UN had contributed to this outcome through the following:**

- **Monitoring and data generation:** The UN supported the education sector in the timely release of the Education Management Information System, conducted a baseline assessment of menstrual and hygiene management, and supported SACMQ data capturing and training.
- **Policy Development:** Several policies and strategies were developed with UN support, including:
  - The Basic Education Act 2020 (Act No. 30 of 2020 promulgated);
  - The Teacher Demand and Supply Model developed and operationalised nationwide.
  - Environmentally Sustainable Development / Environmental Education Policy (2019), Strategy and Action plan (2022-2026) developed and implemented;
  - National School Health Policy reviewed, resulting in a draft National Policy on Integrated School

Health and Safety;

- National Youth policy developed and operationalised;
- Lifelong Learning Policy and Implementation Plan reviewed.
- ICTs-in-Education Policy and Implementation Plan reviewed;
- The disability audit tool piloted in TVET Institutions within the framework of UN Partnership on the Rights of Persons with Disabilities (UNPRPD);
- The Namibia National Human Resource Development Strategy formulated;
- The Namibia National Human Resource Development Strategy formulated;
- Capacity building
- The Teacher Demand and Supply Model developed and operationalised nationwide.

### Challenges

#### Coherence

- **Transportation:** Transportation challenges hindered reaching the most vulnerable and remote communities and schools.

#### Coordination

- **Limited coordination** led to duplicated efforts, contributing to possible wastage of time and resources.

#### Effectiveness

- **Capacity:** Limited human resources and competing priorities with GRN counterparts.
- **Finances:** Reliance on UN funding led to a perception that the UN “has all the money,” making it unsustainable for future UN-funded programmes;

#### Efficiency

- **Data reporting** with EMIS stated overall enrolment as 72%; however, the lowest enrolment at the primary level was stated as 49%.
- Several interventions, including support for capacity building on curriculum design and teacher development, were not reported.
- The UN faced a dilemma focusing upstream while key challenges existed at the community level.

## Education



### 4.1.2.3 Protection Against Violence

#### Outcome

**By 2023, vulnerable women and children are empowered and protected against violence, abuse, neglect and exploitation.**

#### Key outputs

- Evidence generated and data collected to inform policies, programme design, and implementation of interventions aimed at addressing Gender-Based Violence (GBV).
- Improved capacity of service providers to respond to the needs of GBV victims and perpetrators.

**Various strategic interventions had been identified, including:**

**i)** address social norms that are discriminatory and perpetuate Gender Based Violence (GBV), Violence Against Children (VAC), Child Labour (Cl), Forced Labour (FL); **ii)** Improve timely collection, analysis, dissemination and application of comprehensive, quality, comparable and disaggregated data on GBV, VAC, Trafficking of Persons (TIP), Violence and Harassment in the world of Work (VHW) and harmful gender-based socio cultural practices against women and girls; **iii)** Support the delivery of health, policing, justice and social prevention and response services **iv)** Support key institutions responsible for coordinating the multi- sectoral response to GBV, VC and TIP with effective service delivery.

**The UN had made a number of contributions towards achieving this outcome.**

- **Data:** Contributed to evidence generation on gender and GBV status to inform policy direction, advocacy, and programming;
- **Assessed prevention, support, or care services related to Gender-Based Violence (GBV), Trafficking in Persons (TIP), and Violence Against Children (VAC), including health, law enforcement, shelter, justice, life skills education, and livelihood prevention, support, or care services related to GBV;**
- **Technical support & capacity building;**
  - Service providers' knowledge and capacity were strengthened, and they were able to deliver multisectoral support services to 4,525 women and children;
  - Over 12,525 women and children have been reached through these services, receiving critical assistance in accessing prevention, support, and care services.

These achievements were made possible due to GRN's commitment to gender equality, as evidenced by the ratification and popularisation (in both the public and private sectors) of the ILO Convention 190 on ending violence and harassment in the world of work and the Domestic Workers Convention 189.

#### Challenges

- **Data:** Lack of key data remains a challenge, with fragmented GBV data spread across agencies like the Ministry of Health and Police.
- **Funding:** Lack of funding, further complicated by siloed approaches across agencies.
- **Coverage:** Challenges with coverage of the number of children benefiting from grants and the size of benefits indexed to inflation.
- **Weak coordination mechanisms between national and regional levels, affecting the pace of implementation.**
- **Programme design:** Inadequate focus on primary prevention efforts for GBV, VAC, and TIP, resulting in an increased burden on support services. Limited multi-sectoral data.

Protection  
Against  
Violence





#### 4.1.2.4 Social Protection

##### Outcome

By 2023, the most vulnerable children, persons living with disabilities, marginalised communities, and the poor utilise quality, integrated social protection services.

##### Key outputs

- Capacity building support to strengthen the national social protection system for improved access and service delivery;
- Development and approval of a broader social protection policy to provide a basis for implementing social protection programmes nationally.

The UN identified eight key strategic interventions, which include:

i) Support evidence-based policy and planning; ii) Develop a costed national social protection policy that outlines mandates in social protection; iii) Support multi-sectoral coordination to implement the social protection policy; iv) strengthen capacity of social workers in the country; v) Establish a data base and a single registry system linked to the civil registration; vi) Develop capacities for improved coverage of timely birth and death registration; vii) Support legislations, policies and programmes to promote and protect the rights of person with disabilities; viii) Support public advocacy re; importance of civil registration and raise awareness on social protection measures.

Significant progress had been made in terms of data; policy development, and capacity building under this pillar.

##### Data

- The UN contributed to strengthening the Management Information System (IMIS) for Social Protection;
- The UN successfully upgraded the Social Assistance System (SAS) database, which is used for payment of social grants e.g. old age pensions, child grants, and disability benefits;
- completed the design and development of the Integrated Beneficiary Registry (IBR) in 2022;
- Piloted the information management system (SCOPE).

##### Policy

- Supported the launch and production of the Namibia Social Protection Policy, resulting in an increase in social grants;
- Supported the mapping of social protection programmes.

##### Technical support and capacity building

- Strengthened institutional and coordination architecture through the establishment of the National Social Protection Core Team, of which the UN is a member;
- Expanded social protection coverage in response to shocks such as epidemics like COVID-19 and droughts);
- Reached 5,263 new households (more than 30,000 beneficiaries) with food assistance;
- Established soup kitchens to feed vulnerable children under five years of age as part of the comprehensive response to high rates of malnutrition in the Omaheke Region.

##### Challenges

- Inadequate coordination mechanisms between national and regional levels affecting the pace of implementation.
- Limited capacity among implementing partners, impacting progress in the development and management of information systems.
- Fiscal space constraints impacting the coverage of social protection (e.g., only 39% of children receive a grant, despite multidimensional poverty levels of 53% among children).
- The value of the grants has been eroded by inflation, impacting their effectiveness in poverty reduction and human capital development.

Social  
Protection



## Opportunities and recommendations for the new UNSDCF 2025-2029 Social Transformation: Education, Health, Social Protection & Violence

### Coordination

- Strengthen established UN inter-agency collaboration platforms/MoUs and enhance cross-agency collaborative planning and implementation, which are critical to UNPAF implementation;
- Joint planning and delivery significantly improve and maximize impacts;
- Coordinate with other partners to harness resources, plan, and implement activities jointly;
- Strengthen partnerships between UN agencies, GRN, civil society organisations, and other stakeholders to design and implement multi-sectoral prevention programmes;
- Support expertise for prevention interventions to improve national capacity and enhance the achievement of sustainable and impactful outcomes..
- Foster closer collaboration and coordination between national and regional authorities to enhance the pace of project implementation;
- Advocate for the harmonisation of social protection (SP) programmes as part of SP implementation and the horizontal and vertical expansion of social protection, including disability inclusion;
- Strengthen joint resource mobilisation;
- Strengthen partnerships with vulnerable members of society, including the participation of people with disabilities;
- Strengthen partnerships between UN agencies, GRN, civil society organisations, and other stakeholders to design and implement multi-sectoral prevention programmes.

### Coherence

- There is a need to improve both coverage (number of children benefiting from grants) and the size of the benefits, indexing them to inflation. Coordination mechanisms between national and regional levels could be instituted to enhance the pace of implementation.

### Efficiency

- Strengthen joint resource mobilisation across agencies and with GRN.
- Continuously engage with potential donors to support GRN;
- Support forecasting for commodities to inform GRN procurement;
- Provide ongoing support, including partner training

on the UN's financial processes, as well as support to MoHSS for recruitment and onboarding;

- Support a balanced resource allocation to both the Ministry's prevention and response portfolios.
- Support expertise for prevention interventions to improve national capacity, leading to sustainable and impactful outcomes.

### Effectiveness

- Ensure that policy coherence recommendations and results are linked to joint resource mobilisation across agencies.
- Strengthen human capacity within and between the UN and implementation partners;
- Strengthen collaborations between UN agencies;
- Strengthen ownership of development programmes and activities

# Social Protection









### 4.1.3 Pillar III: Environmental Sustainability

#### Outcome

By 2023, vulnerable populations in disaster-prone and biodiversity sensitive areas are resilient to shock and climate change effects (and benefit from NRM).

#### Key outputs

- Relevant policies, regulatory frameworks, and institutions are enabled to ensure the conservation, sustainable use, access, and benefit-sharing of natural resources, biodiversity, and ecosystems, in line with international conventions and national legislation content;
- Improved capacity to prepare for, prevent, respond to, and recover from climate change-induced variability;

The UN identified six areas of interventions in this respect:

i) Conduct assessment and baseline studies which will inform the design of interventions aimed at building people's resilience; ii) Support the adoption of innovative approaches and technology for the sustainable utilisation of natural resources at community level; iii) Support integrated, multi-hazard risk information management across various sectors; iv) Advocate for mainstreaming disaster risk management and climate change mitigation and adaptation in all sectors by dissemination knowledge and producing evidence; v) Support the implementation of measures designed to combat poaching and illegal wildlife trading, addressing key driver e.g. human-wildlife conflict; vi) Build capacity to prevent, prepare for, respond to and recover from natural disasters.

The UN contributed under this pillar by means of data, policy development, capacity development, joint programming, and coordination.

#### Policy development

Several key policies have been developed.

#### Coordination

- Community engagement, including regional councils and traditional authorities;
- Evidence of active community participation in programme interventions and implementation, resulting in project ownership at the grassroots level;
- High commitment from GRN at all levels of governance.

- Improved collaboration with stakeholders – UN engaged key stakeholders early on and collaborated with private sector actors, for example, in DRR projects;
- Transformed community livelihoods through the establishment of nature-based enterprises;
- South-south learning exchange visits; farmer-to-farmer exchanges and technical exchanges via Carbon Markets – through Kenya, Ghana, Japan, Regenerative Agriculture.

#### Challenges

##### Coherence

- There is limited visibility of the work of the UN in Namibia. Communities are aware of the outputs, yet they have limited information on the partner agency;
- Efficiency
- Stakeholder fatigue: there are too many engagements, which result from poor coordination.
- Limited use of digital integration in programmes (e.g. using tools to track interventions across the country taking into consideration social, environmental and biometric data to avoid duplication of effort and also track down beneficiaries).
- Namibia is prone to natural disasters and emergencies, whether floods, droughts, epidemics like Covid-19, and rapidly changing environmental factors threaten project outcomes in the following ways:
  - Climate change: Climatic conditions (and associated shocks and stresses);
  - Environmental exploitation: Extractive industries and deforestation;
  - Biodiversity loss: Human-wildlife conflicts and wildlife crime;
  - Need for alternative livelihood sources, including access and benefit-sharing (ABS);
  - Lack of financial and human resources due to economic downturns and other factors. This is further complicated by the upper-middle-income status of the country, impacting the UN funds available for the country.

##### Effectiveness

- While several policies had been developed, challenges remain with respect to policy implementation.
- Institutional capacity and coordination across the board (e.g., limited application and enforcement of laws and compliance with environmental regulations);
- Continued training and awareness building;



## Opportunities and recommendations for the new UNSDCF 2025-2029; Environmental sustainability

### Delivering as One

- **One UN collaboration:** need for robust commitments from agencies based on their competitive advantage.
- Promote joint planning and report execution on a quarterly basis using digital tools such as MS Power-BI.
- Joint resource mobilisation for programming.

### Coordination

- Improve internal coordination to reduce duplication and stakeholder fatigue due to the number of consultations.
- Increase engagement with the private sector.
- Continue integration of a bottom-up approach to foster ownership at the community level and advocate for high-level support.
- Build on multi-stakeholder (nature, climate, energy, food) capacity for resource mobilisation;
- Additional interventions are required to address rising resource demand, environmental degradation, and natural resource management.
- Maintain active stakeholder participation and ensure effective coordination.

### Efficiency

- Source alternative and innovative financial resources:
- Explore renewable energy sector opportunities like green hydrogen and carbon markets;
- Strengthen various institutions for a more coordinated approach on programming including M&E and work plans;
- Circular economy: Strengthen plastic and waste management interventions;
- Strengthen partnerships with the private sector and de-risk investments;
- Continue digital transformation and innovation for evidence-based programming and reporting;
- Participation and inclusivity (at all levels) are key enablers of success.
- Continue joint resource mobilisation from non-traditional donors.



Environmental  
Sustainability





#### 4.1.4 Pillar IV: Good Governance

##### Outcome

By 2023, government institutions at national and regional level are accountable and transparent, engaging citizens in decision-making processes.

##### Key outputs

- National statistical system improved, with data collection, storage, and retrieval strengthened;
- Governance capacity strengthened, ensuring accountability, reporting, and service delivery improvements.

##### Five key strategic interventions have been identified in this regard:

i) Support the establishment of functional and integrated statistical systems to increase the availability and management of data for policy making; ii) Strengthen government capacities to report and respond to the various international treaty bodies and conventions including the SDGs, Universal periodic review and other international and regional commitments; iii) Undertake legislative and policy reviews to enable civic engagement by removing barriers and creating enablers to support broader public and CSO participation; iv) Increase the capacity of oversight institutions like parliament, the Office of the Ombudsman and the Anti-Corruption Commission (ACC), auditor generals and prosecutor's office; v) Support the decentralisation policy of GRN as well as decentralised institutions such as regional councils and local authorities.

##### A number of activities have been carried out under this pillar:

##### Policy

- In collaboration with partner institutions, the UN undertook legislative and policy reviews. For example, it supported the ATI bill that aims to promote access to information for public entities and compel both private and public entities to make information available for public utilisation. In partnership with the National Planning Commission (NPC), the UN developed a Monitoring and Evaluation Policy to strengthen the policy environment for the delivery of quality services in the country. Further, it developed and launched the Public Service Innovation Policy (PSIP) manual geared towards strengthening the Public Service Charter.
- A Community Media Policy Framework was developed to cater for 14 community media radio stations, aimed at strengthening the development of community radios in the country.
- The first National Strategy for the Development

of Statistics was developed in 2022, a strategy to strengthen the capacity of the National Statistics System to produce, disseminate, and mainstream the use of statistics in the country.

- The second National Anti-Corruption Strategy and Action Plan (2021-2025) was developed and endorsed, serving as a tool to foster cooperation and continued synergy across all sectors and spheres of society in Namibia towards attaining the national vision for a corruption-free Namibia.
- The National SDG Communication Strategy to strengthen advocacy for the SDGs was developed.

##### Effectiveness

- Data: The UN supported the National Assessment on Using the Internet Universality, which was endorsed by the Ministry of Information, Communication and Technology (MICT). Known as the ROAM-X principles, the IUIs promote an Internet that respects human rights, is characterized by openness, is accessible to all, and is nurtured through multi-stakeholder participation. The UN also supported the development of the Education Management Information Systems (EMIS) policy in line with SADC protocols on data.
- As part of South-South cooperation, the 2022/2023 NDHS steering committee was capacitated by the Kenya Bureau of Statistics through cooperation, as part of the broader effort to support the production of quality and internationally recognized Demographic and Health Survey (DHS).
- To ensure a successful 2023 Population and Housing Census, the UN supported the development of the census documents; the census questionnaire was supported and 11,000 census tablets were loaned. Additionally, NSA staff were trained in post-enumeration analysis through census advisors
- Six Washington Group Questions on Disability were included in the 2023 Population and Housing Census Questionnaires and EMIS to ensure the production of quality and disaggregated data and LNOB.

##### Efficiency

The UN contributed to strengthening local capacity, as illustrated by these activities:

- Capacitated journalists on the use of the Indicator Framework and SDG Portal to enhance quality reporting.
- Using the developed Gender Responsive Budgeting (GRB) curriculum, parliamentarians and government officials were equipped with knowledge to design, implement, monitor, and report on gender-responsive programmes, including the collection and use of gender-disaggregated data and gender-specific indicators.





- Following the passing of the ATI Bill, which aims to promote access to information for all, 15 journalists, 8 media managers, 6 CSOs, and 147 government public relations officers were capacitated on this bill.
- The capacity of the 2022/2023 NDHS steering committee was enhanced with measures to produce an internationally recognized Demographic and Health Survey (DHS) report, in collaboration with the Kenya Bureau of Statistics.
- A two-day training session was conducted in collaboration with the Ministry of Agriculture, Water and Land Reform for parliamentarians and government officials on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security;
- Two representatives from NAMPOL's training academy and a journalist were trained on protocols pertaining to freedom of expression and the safety of journalists;
- Drawing on the expertise of the Washington Group (WG) on the inclusion of disability data in the 2023 census, as well as enhancing capacity on the development of administrative disability data, the WG questions were included in the 2023 PHC questionnaire, and NSA staff was trained on how to analyze such data;
- The Gender Responsive Planning and Budgeting Curriculum (GRPBC) was established in 2019 to ensure the sustainability and impact of GRB across sectors;

### Coordination and Partnership

- A partnership with academia for participatory research was established, leading to the signing of three MoUs with three tertiary institutions in Namibia to enhance collaboration for participatory research;
- An MoU was signed with Parliament, aimed at strengthening the institution's coordination mechanism and addressing gaps in policies and strategies geared towards achieving sustainable results for children;
- An agreement with Institutions of Higher Learning (IHLs) was established with MGE CW to deliver Responsive Planning and Budgeting (RPB) training modules at NIPAM;
- A shadow report was produced with the Organisation of Persons with Disabilities on the Convention on the Rights of Persons with Disabilities, to provide relevant information to the Committee on the Rights of Persons with Disabilities to inform the recommendations from the committee for implementation;

- Strengthened combination prevention and enhanced stigma and discrimination programming to improve the AIDS response in Namibia;
- A feasibility study for the implementation and roll-out of a Basic Income Grant was conducted;
- Supported the Namibia Institute of Democracy to create advocacy materials highlighting information about the electoral cycle, the importance of voter education, and information about different political parties and their respective mandates.

### Challenges Coherence

- While significant effort has been made to produce policies, the implementation of those policies and related strategies has been slow due to inadequate human and financial resources;
- The UN's strategic interventions, which include support to enhance innovation in the GRN, have faced challenges as the sector resists change;
- Lack of visibility of the UN's programmes.

### Effectiveness

- Data: Although the UN has supported and strengthened key stakeholders in producing high-quality data, the lack of availability of statistics remains due to the postponement of the 2021 Population and Housing Census and the NDHS. The current available reliable data was produced more than ten years ago, notably the Demographic Health Survey (2006) and the National Housing Census (2011).

### Efficiency

- Lack of funding, partly due to Namibia's upper-middle-income status, and siloed programme approaches across UN agencies, resulting in reduced programme success;
- Namibia has a robust private sector that has not been adequately tapped.
- The review also noted weak buy-in from the public sector to adopt innovative mindsets and ownership to drive the SDGs;
- These challenges are compounded by the notion that UN financial resources are limitless.

### Coordination

- Cooperation is the cornerstone of effective UN support; however, it was noted that there is a lack of cooperation with other UN agencies on programmes geared towards promoting good governance;
- It was also noted that while one of the UN's strategic interventions is to support the decentralisation policy of GRN, the process has been slow.



## Opportunities and recommendations for the new UNSDCF 2025-2029: Good Governance

### Effectiveness

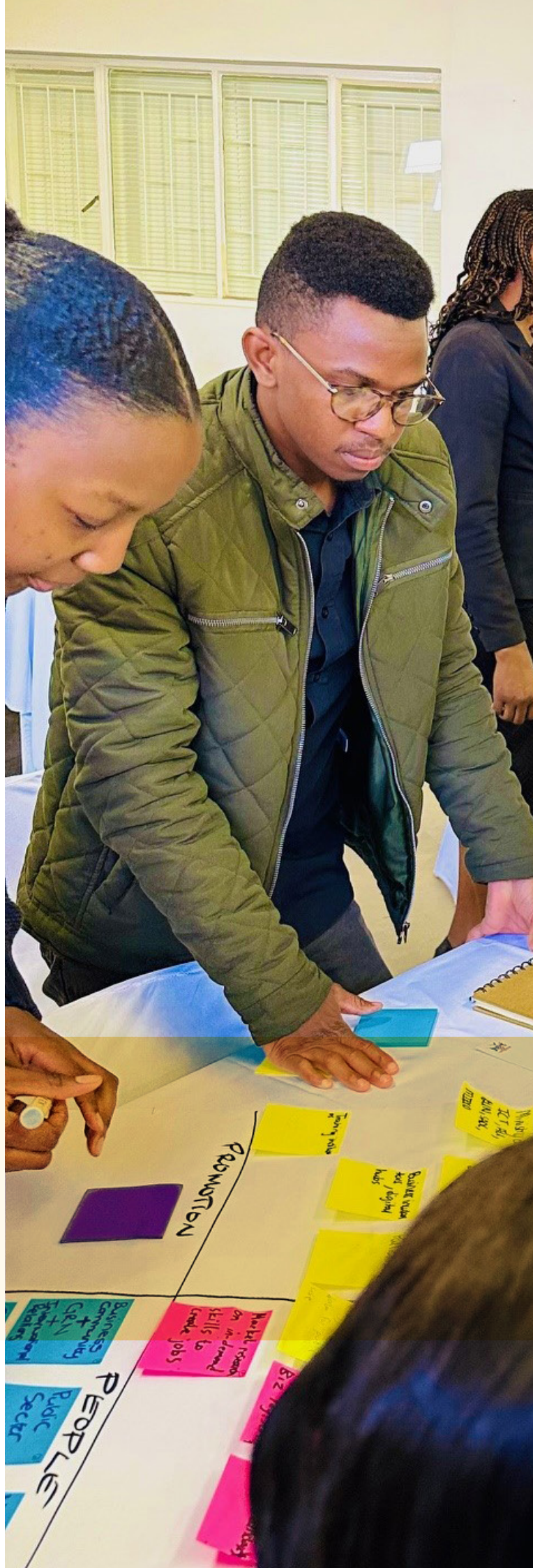
- **Data:** The UN should support and advocate for the GRN to conduct a new census, which will inform national policies and programmes.

### Efficiency

- **Technical support and capacity development :** Adopt a multiplier approach to strengthen key institutions such as academic institutions, NIPAM, and the Namibian Research Council.
- The UN, in support of the GRN and local CSOs and NGOs, should devise strategies to mobilize financial resources locally.
- Strengthen systems thinking and incentivize inclusive innovation across sectors to promote integrated thinking and approaches;
- Continue joint resource mobilisation from non-traditional donors.

### Coordination

- Strengthen the capacities of grassroots communities and community engagement to assess the impact and adoption of policy-driven and high-level policy and programme outcomes;
- Capitalize on joint programming and strengthen government capacity for coordinating social protection;
- Maintain active stakeholder participation and ensure effective coordination of all activities.



# Good Governance









## 4.1 Comprehensive review of the overarching UNPAF 2019-2023

In this segment, we delve into a comprehensive assessment of the overarching UNPAF 2019-2023, in line with OECD evaluation criteria, encompassing insights from all four pillars. It centers on aspects of relevance, coordination, coherence, effectiveness, efficiency, strategic positioning, and sustainability. This section emphasizes the present scenario, obstacles, and recommendations for the new UNSDCF 2025-2029.

### 4.2.1 Relevance

The UN has been a valuable partner of GRN since the country's independence, with the National Planning Commission as the coordinating body.

**The consultancy determined that the UNPAF is aligned with the country's development plans, principally:**

- Vision 2030 (long term development goal), aimed at reducing inequalities with the overall objective of creating, 'A prosperous and industrialized Namibia, developed by her human resources, enjoying peace, harmony, and political stability' with a supporting vision of, 'Poverty is reduced to the minimum, the existing pattern of income distribution is equitable, and disparity is at the minimum';
- National Develop Plan 5 (2017/18-2021/22, which is government's 5-year plan. The NDP5 has four key goals, namely: achieve inclusive, sustainable, and equitable economic growth; build capable and healthy human resources; ensure a sustainable environment and enhance resilience; and promote good governance through effective institutions;
- Harambee Prosperity Plans (HPP): The Harambee Prosperity Plan pillars are relevant and focus on four main areas: economic progression, social transformation, environmental sustainability, and good governance. Of particular relevance is the social progression in the third pillar, which is the cornerstone of the HPP and focuses on improving the quality of life for all Namibians, including improved access to healthcare.
- UNPAF is also aligned with regional and global commitments, including:
  - African Union (AU) Agenda 2063 is a strategic framework for the socio-economic transformation of the continent over the next 50 years. Of particular relevance is the goal of increased standards of living, quality of life, and well-being for all citizens. (Sustainable Development Goals 2015-2030);
- UNPAF is well-defined, with clear indicators at both

outcome and output levels. The framework provides flexibility for the UN to respond to emerging challenges. Moreover, relevant policies and strategies are developed to meet the expected results and advance the development agenda.

- UNPAF is aligned with UN strategic frameworks and plans as well as key development partners.
- Programmes are focused on ensuring national ownership, and the bulk of the programmes are part of key ministries and national institutions.

### Challenges

UNPAF is aligned and implemented in collaboration with key partners; however, challenges still remain with respect to its design, identified focus areas, and aligning UNPAF with the SDGs and reporting. In light of this, the following key challenges were identified:

- **The Theory of Change:** While reference is made to it in the TOR, its application was not well-defined.
- UNPAF is aligned with the SDGs; however, reporting timelines on international commitments are not aligned with national reporting. This aspect is exacerbated by limitations in human and financial resources. A consideration would be for GRN to align its reviews of NDP with the SDGs; the same applies to the UN.
- **Policy implementation:** There are a number of drafted policies developed and ready for implementation, but which have not been operationalized by the government due to inadequate human resources and competing priorities. In some instances, operationalisation is expected to take more than two years. This has a domino effect on the overall advancement of the development agenda.
- GRN has challenges implementing policies. Policies are piling up over the years and are not translated into action.
- UNPAF operationalisation is also impacted by the Upper Middle-Income Status of the Country, which affect the availability of funds to the country.
- UNPAF's services centered around policy advice; however, the activities are at the downstream level.

### Recommendations

- Develop Theory of Change (TOC).
- Strengthen the implementation of the National SDG Communication Strategy to improve UN agencies' visibility.
- The UN needs to support the GRN to fast-track policy implementation. The UN should support the GRN in identifying and developing strategies to ensure that developed policies are implemented;
- Ensure that priorities set out in the UNPAF are



evidence-based.

- **UNPAF indicators should be strongly linked to the SDG indicator framework, which would make reporting on SDGs and in UN Info easier. Using the Output Indicator Framework developed by the UN Development Coordination Office will enable the UNCT to measure its contribution to the SDGs more accurately.**
- **The UN should focus on areas where they have added value and where they have the capacity to operationalize programmes through joint programmes.**
- **Make provision for facilitating orientation or refreshers on the value and importance of the four pillars to ascertain that the activities remain relevant to the issues pertaining to the respective pillars;**
- **Further expand alliances with CSOs and NGOs at both national and regional levels.**

#### 4.2.2 Coordination

The consultancy noted that the RCO had, and continues to, coordinate responses to national and global emerging issues during the implementation of the UNPAF. Key structures have been established that coordinate the four pillars, with clear terms of reference, membership structures, and chairpersons.

The UNPAF is being implemented in coordination with over 40 organisations/institutions/ministries representing GRN, NGOs, international development organisations, the private sector, and academia. Efforts are made to ensure Delivering as One and strengthen stakeholder engagement.

The consultancy determined that there is good coordination with the formulation of the four pillars, as reflected in the joint response to the Hepatitis E Virus outbreak and Covid-19 response in the country.

This collaboration contributed to great achievements in the support of key activities and led to greater effectiveness of the interventions. However, overall programme success was significantly impacted by major emergencies (drought, floods, and Covid-19).

#### Challenges

- **UN agency planning and delivering are done in silos, which undermines the principle of 'Delivering as One'. In addition, underlying competition challenges this noble, foundational principle of delivering as one among UN agencies.**
- **Limited joint programmes and joint programming in response to the UNPAF priorities, further complicated by poor participation of the UN agencies in the Pillar planning and reporting (presentations and write-ups) meetings.**
- **There are poor or limited coordination mechanisms between national and regional levels (including within GRN, between GRN and the UN, and within the UN) affecting the pace of implementation. The inadequate human resources and competing priorities within the Government affect their participation in meetings and implementation of activities.**
- **Inadequate joint resource mobilisation and planning. This is further affected by the UN funds allocated to Namibia due to the status of the country as an Upper Middle-Income Country.**



## Recommendations for the new UNSDCF 2025-2029 Delivering as One (DAO)

- 'Delivering as One' should be integrated into agencies' Country Programme Documents.
- Joint programming should start early when agencies develop their Country Programme Documents, followed by proposal writing with a focus on connections between areas of interest. For example, community mobilisation, prevention, treatment - with clear division of labour and responsibilities;
- Respective Pillar Heads and sub-pillars should coordinate on refreshers to review activities under the pillars and identify opportunities for Joint Programming to ensure intra-pillar collaboration and promote Delivering as One. The same could be applied to the whole UNSDCF with mid-year or annual reviews.
- 'Delivering as One' can be achieved if the United Nations uses existing national coordination platforms rather than creating project steering committees. The use of existing national coordination platforms will enhance collaborative planning. For example, National School Health Task Force; joint programming on the prevention of violence including joint financing, etc. Strengthen coordination with the private sector;
- Donor request coordination: Instead of GRN (Ministries) sending requests for support to the different UN agencies, requests should be sent to the RCO's office for coordination and identification of agencies based on their comparative advantage and presence in the country. This will allow alignment and collaboration that can be fostered by UNPAF to contribute to the validity and sustainability of achieved results funded by the government and the private sector;
- Create a platform to share on interventions implemented across several agencies to strengthen DaO.
- Implement/review the current Joint Partnership and Resource Mobilisation Strategy to guide agencies during the implementation of the cooperation framework.
- 'Delivering as One' should be mainstreamed into systems planning, budgeting, and implementation, including joint proposal writing.
- The UN has to strengthen its own capacity vis-à-vis the building of partnerships with local NGOs and other key institutions.

## 4.2.3 Coherence

In designing its programme, the UNPAF took the following into consideration: human rights, results-based management, and gender equity, aligning it with the UNSDCF and UN agencies' cooperation and guiding notes.

The bulk of the programmes are part of key ministries and national institutions, focusing on ensuring national ownership.

## Challenges

- The consultancy noted that there were too many activities under the respective pillars, leading to duplication, making it challenging to maintain consistency in projects across the different sectors, which was complicated by weak partnerships with civil society, academia, and the private sector.
- There was inadequate or zero attention to disability issues.
- Digital integration: limited data and use of ICT.
- Recommendations for the new UNSDCF 2025-2029:
  - The following actions are recommended:
  - Coherence must start at HQ and Regional level, country level, with the RCO ensuring adherence.
  - Support the development of a Sector coordination mechanism for NDP 6 to ensure UNSDCF is implemented through the existing national coordination structure.
  - Strengthen cooperation, especially with regard to local government agencies in line with the GRN policy of decentralisation.
  - Strengthen the harmonisation of systems (financial, procurement of services, administrative) and identify strategies to reduce activities and prioritize.
  - Diversify programme designs to make governance central to all pillars and ensure that issues of disabilities are given the attention they deserve to maximize the achievement of results that will reflect coherence in the development and implementation of policies.
- UNPAF heads of pillars should conduct regular (monthly) briefs as well as mid-year and annual reviews to reduce demands on an already overburdened staff to give feedback on what has been done and what needs to be done, moving forward. This can be shared on a platform that is accessible to all key stakeholders.
- The governance of the UNPAF structure is well represented, but there is a need to strengthen collaboration with the private sector.
- Good governance was recognized as a cross-cutting issue; the UN should consider having this pillar integrated and not as a stand-alone pillar.





#### 4.2.4 Effectiveness

UNPAF has contributed to key institutional, behavioural, and legislative changes critical for analysing progress towards the desired impact. To this effect, human rights and gender perspectives are integrated into UNPAF.

The consultancy noted several factors that contributed to UNPAF achieving the intended results, including UN technical and financial support, and the commitment of GRN. The UN supported the Namibia Statistics Agency (NSA) in preparation for the Population and Housing Census.

#### Challenges

- Limited data (outdated data) makes it difficult to measure real progress or engage in evidence-based planning.
- UNPAF faces a data and evaluation challenge, directly affecting the assessment of outcomes and output indicators.
- Limited integration of disability issues.
- 
- Recommendations for the new UNSDCF 2025-2029
- The UN advocates for and strengthens all initiatives to produce data by supporting the NSA, academic institutions, or commissioning research itself;
- UN to work closely with the NSA to strengthen its capacity in data production;
- Engage GRN and academia on the issue of data collection and validity;
- Strengthen the management information systems and utilisation of data by all key stakeholders, and emphasize the importance of producing data;
- Strengthen programmes for regular data collection to support evidence-based decisions, driving progress towards the desired impact of UNPAF;
- Strengthen a human rights-based approach to data (collecting and capturing), and programme design and implementation. Explicitly integrate a human rights-based approach across all pillars;
- Strengthen financial, human resources, and technical capacities.
- Strengthen multi-sectoral data infrastructures to inform prevention and response services on GBV, VAC, and Trafficking in Persons (TIP), while promoting positive social and gender norms through a transformative approach;
- Draw lessons from the Education Sector's EMIS report, and encourage and provide support to different sectors to produce their own data;

#### 4.2.5. Efficiency

The consultancy noted that the UN has efficiently supported the implementation of UNPAF, providing support and utilising its and its partners' human, financial, and administrative resources. Generally, activities were identified and based on the needs of the country as informed by the development plans.

#### Challenges

- Many implementation modalities were affected by the Covid-19 pandemic, as key resources were diverted from programmes to respond to emergencies like the pandemic and droughts.
- Some joint planning and programming were based on the availability of resources and focus areas as defined by the funding partner.
- The upper middle-income status of the country greatly affected the availability of resources for Namibia, contributing to the fact that the UN, while committed to supporting the development of the country, is constrained by the funds allocated to the UN. This is exacerbated by the local perception of the UN as a 'problem solver' that does not need financial assistance from local sectors.

#### Recommendations for the new UNSDCF 2025-2029

- Reposition UN support based on inadequate funding. For example, focus on providing technical support instead of implementing activities.
- Take a proactive approach: The upper middle-income status of the country affects Namibia's access to resources. The UN should identify resource gaps and approach bilateral agencies to fill such gaps.
- UN to strengthen and empower civil society in terms of resource mobilisation from the private sector in the country.
- Strengthen partnerships between key stakeholders to enhance efficiency in mobilising resources.
- For efficiency purposes and greater coherence, consider the principle of 'Delivering as One'. Identify areas of commonality. Capitalize on agencies' comparative advantages, complement one another instead of competing.
- Strengthen and build alliances with the local private sector, especially their social responsibilities and their role in the development of the country.



#### 4.2.6 Strategic positioning

The consultancy noted that the UNPAF 2019-2023 is aligned with Namibia's national development plans and international commitments, and individual UN agencies were informed by the overall strategic focus set in UNPAF.

The overall UNPAF stakeholders have, and continue to, promote national ownership and sustainability of supported interventions.

#### Challenges

- Although the framework is strategically positioned and linked to SDG goals, it was not clear whether the priorities were framed within the scope of the SDGs or if the SDGs were used to guide the programme framework.

#### Recommendations

- As much as UNPAF is developed according to the national development plans, there is a need to consider how to further support national structures that promote sustainable development.
- The programme could draw on UN strengths and promote capacity building within the different agencies, Government, Non-governmental organisations, academia, and the private sector. The focus should be on strengthening institutions such as academia to build capacity among implementing partners.

#### 4.2.7 Sustainability

UNPAF partnership has, to some extent, promoted national ownership and sustainability of supported interventions. The consultancy noted progress in developing the capacity of key partners in general.

#### Challenges

- Challenges remain, especially with respect to the sustainability of training programmes and strengthening data management.
- Capacity building programmes were noted to be stand-alone programmes that were not integrated into existing academic structures. This relates to the roles of academic institutions like UNAM, NUST, and the Namibia Institute of Public Administration and Management (NIPAM), for example.
- The challenge in data collection and validity poses a threat to the sustainability of programme results, especially within the health and education sub-pillars.

#### Recommendations

- Ensure that the UN continues to support key structures to make sure that the programme and programme benefits can be sustained beyond the UN's involvement;
- Draw on UN strengths and promote capacity building within the different agencies and GRN. The focus should be on strengthening institutions like academia to build the capacity of implementing partners;
- Strengthen the design and implementation capacities of government institutions at all levels;
- Empower vulnerable groups (youth, women, persons with disabilities, and rural communities) to participate in economic activities through skills development for the informal sectors, where the most vulnerable people are likely to be employed.
- While UNPAF is developed in alignment with national development plans and attempts are made to ensure that they are sustained afterward, there is a need to look at how to develop structures that promote sustainable development and are strengthened.









### 4.3 Lessons learnt and best practices for next UNPAF

The following are some of the lessons learnt:

#### Data

- The Education Management Information System (EMIS) provides updated data on education, enabling the pillar to evaluate and monitor progress.
- EMIS presents good entry points and could be adapted for other pillars.

#### Delivering as One

- Joint programme on the prevention of violence, including joint financing;
- Joint resource mobilisation for SP, building on the successes of other JPs and technical capacities of agencies;
- Joint proposal for Joint SDG programme;
- Sense of ownership of UN-supported programmes.
- Programmatic approaches addressing the cognitive, social, cultural, economic, and structural determinants of rights violations and behaviours will ensure every person is protected from violence, exploitation, abuse, neglect, and harmful practices.

### 4.4 Overall key summary of the findings

#### Relevance

- UNPAF's design and alignment with key development plans are commendable and foster political commitment and national ownership. However, there is no Theory of Change in the design.
- Limited visibility of the UN's work in communities.

#### Coherence

- Namibia's designation as an upper-middle-income country means that the programme focus is on policy development and technical support, partly due to limited funds allocated to the country.
- There is a dilemma in focusing on upstream (policy level) work, while challenges are faced at the community level, which require downstream projects.
- Strengthen the role of civil society and NGOs in service delivery at the community level.
- Recognize and identify strategies to engage the private sector.

#### Coordination

- The UN Country Team (UNCT)/Resident Coordinator's Office (RCO) and NPC function effectively. Coordination proved particularly efficient during emergencies like the Covid-19 pandemic.

- Coordination is primarily limited to the National Planning Commission (NPC), which creates challenges with parallel requests by line ministries;
- Pillars do not meet regularly, impacting effective coordination and joint work;
- Joint programming on HIV, gender, and disability has proven to be effective through regular meetings and a clear division of work.
- UN agencies have separate administrative systems, potentially hindering joint operations.
- There is a lack of representation in both GRN and UN strategic meetings.
- Strengthen engagement of non-state actors. Currently, UN collaboration is limited to GRN. There is a need to bring in academia, GRN, NGOs, and the private sector.

#### Effectiveness

- UNPAF has contributed to key institutional and legislative changes that are critical for the programme's desired impacts;
- The programme faces a deep-rooted data and evaluation challenge, directly affecting the assessment of outcomes and output indicators, particularly due to the lack of baseline data and outdated data in the country.

#### Efficiency

- Activities are based on the needs of the country as informed by the development plans;
- Namibia's designated upper-middle-income level impacts the availability of financial resources for development;
- The UN focuses primarily on the upstream level, while significant challenges at the community level require downstream projects. This is also a function of the high levels of inequality in the country.
- The programme faces challenges related to its principle of 'Delivering as One', as well as the regularity and consistency of pillar meetings;
- The programme's efficiency is impacted by UN agencies competing for resources.

#### Sustainability

- UNPAF partnership has, to some extent, promoted national ownership and sustainability of supported interventions, but it has not done so fully.
- Food insecurity cannot be addressed by food handover alone; provide skills in food production, including developing backyard gardening.





# Opportunities and recommendations for the new UNSDCF 2025-2029

# 5



5.1 RELEVANCE			
Issues	Strategic	Programmatic	Responsible person (UN/GRN)
<p><b>A</b> Theory of Change (TOC) not in the current UNPAF</p>	<p>Develop a Theory of Change that enables the identification of cause-effect relationships (the causal pathway) that allow the development of more logical linkages between development challenges, the identification and evaluation of strategic priorities, and the definition of outcomes.</p>	<p>The Theory of Change for strategic priority should consider the structural, systemic, and social issues that give rise to these challenges, and define the policy, legal and responses to those challenges, which the Government, the UN and other stakeholders will collaboratively work towards addressing.</p>	<p>RCO</p>
	<p><b>B</b> Identification of priorities</p>	<p>Priorities that are set out in the UNPAF should be evidence-based, supported by current and updated data including research.</p>	<p>Provide both technical and financial support to the Common Country Assessment (CCA) ensure that current challenges facing the country are given the attention they deserve (Suicide, youth unemployment, boy child; Namibia education curriculum – skill development; Disability, Food production, rural urban migration (housing, water, sanitation, and transportation). Support the development of data by key stakeholders (NSA, Ministries, Academic institutions).</p>
<p>Strategically ensure that NDP6, UNPAF indicators are linked to the SDG indicator framework, which would make reporting on SDGs and in UN information easier.</p>		<p>The GRN is currently developing NDP 6, ensure that all key stakeholders input into the plan and that NDP 6 indicators are well linked to SDG and UNPAF or vice versa.</p>	<p>NPC</p>
<p>Strengthen the contribution of CSOs and the private sector to input into the development of NDP6 and SDG's.</p>		<p>Provide support to CSO and Private sector to develop a comprehensive paper on the current development challenges for consideration into the NDP 6 development. Ensure active participation of CSO's and private sector (one may request that their contribute a situation analysis paper). This will ensure active contribution and participation, by providing an opportunity for the CSOs and Private sector to present on what they see as priorities that need to be included in the NDP6.</p>	<p>NPC</p>
<p>Establish continuous coordination process for the sharing of country context analyses, views and lessons learned among United Nations agencies, donors, governments, academia, NGOs, civil and community-based organisations, and the private sector.</p>		<p>Enhance and bolster crucial programmes that are focused on specific areas, decentralized, and driven by community initiatives. Strengthen active participation of CSOs, by strengthening their capacity.</p>	<p>RCO</p>

# Relevance





Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<p><b>C</b></p> <p><b>UN Participation and contribution to NDP 6</b></p> <p>“When government stakeholders are making decision regarding development do we as UN have a sit at the table, is there enough research being done with data to inform decisions and directions that they take –Do we have place when NDP6 as being developed. Participant from the workshop”</p>	<p>Ensure active involvement and input from the United Nations (UN) in shaping and contributing to the upcoming National Development Plans.</p> <p>Strengthen collaboration between the GRN NPC and the UN, harnessing the expertise and resources of the UN to support the development of the National Plans.</p>	<p>Take deliberate actions to guarantee the active participation and involvement of UN representatives or experts in the planning, design, chapter writing and decision-making processes of the NDP.</p>	RCO
<p><b>D</b></p> <p><b>Data and research support (Evidence based priorities &amp; Accountability)</b></p>	<p>Enhance the production of quality data, availability and utilisation of data.</p>	<p>Strengthen national and local mechanisms, institutions and processes to ensure availability of quality disaggregated data to plan, monitor and report on the progress of implementation of outcomes.</p>	RCO & UNCT
	<p>Leveraging the UN's global data and research capabilities to provide valuable insights and information for evidence-based decision planning.</p>	<p>Align UN Programmes to national development priorities, with clear results and performance framework with agreed outcomes and output, baseline, targets and indicators to monitor and assess the progress achieved against the UNPAF outcomes.</p>	UNCT
	<p>Strengthening data collection, monitoring and evaluation mechanisms at the national and county level development framework, especially related SDGs indicators.</p>	<p>UN agencies to work with the Government, National Statistics agencies to strengthen the quality and availability of disaggregated data by sex and sub-population groups data for effective planning, policymaking and programme implementation and evaluation.</p>	UNCT
<p><b>E</b></p> <p><b>Weak alliance with NGOs</b></p>	<p>Build alliances with NGOs, CSOs at both national and regional level.</p>	<p>Strengthen governance approaches by key development stakeholders- government, civil society CBOs, private sector and media.</p>	RCO & NPC
		<p>Prioritize the development and strengthening of civil society organisations in the context of national development programmes.</p>	CSOs (NANASO/ NANGOF)
		<p>Strengthen dialogue, cooperation and partnership between the Government, Civil Society's, UN agencies and international communities.</p>	NPC
		<p>Strengthen the capacity of CSOs.</p>	NPC & RCO

# Relevance



Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<p><b>F</b>                      Inadequate collaboration/ participation of the Private sector in development programmes</p>	Design strategies to engage the private sector.	Fostering Collaboration with the Private Sector: Encourage increased cooperation between civil society, government, and private sector entities to collectively address matters concerning development.	RCO
		Provide support for formation of partnerships between the private sector, Government of the Republic of Namibia (GRN), and the United Nations. These alliances can offer valuable resources to address governance challenges.	RCO
		Promote the proactive engagement of the private sector in the provision of resources including decisions regarding resource allocation to ensure fair and balanced distribution.	RCO & Private sector & Namibia Chamber of Commerce and Industry (NCCI)
<p><b>G</b>                      Resources: (Upper middle-income status of the country resulted in inadequate funds, which affect the relevance of UN)</p>	Develop strategies for joint resource mobilisation at international, regional, and local levels.	Develop programmes that provide guidance for joint resource mobilisation and partnership strategy for the UN in Namibia	RCO & UNCT
<p><b>H</b>                      Leave no one behind</p>	Focused multisectoral programmes – note that not all programmes can be multifaceted, multi-disciplinary, geographically diverse and multisectoral.	Develop programmes that concentrate efforts on a specific task, a precise geographical area, and a clear set of beneficiaries.	RCO
		Use evidence-based to identify needs, a precise geographical area e.g. Bethanie in Hardap or Luderitz in Kharas, or Gobabis in Omaheke or Dordabis in Khomas region.	NPC
		Enhance community practices and contribution in development.	RCO in collaboration with NPC

# Relevance





Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<b>I</b> Inclusion and equity- Leave no one behind (With the focus on the youth and people with disability).	Develop strategies in ensuring that the UNPAF activities are inclusive and consider the marginalised and vulnerable groups especially the youth who face high unemployment and people with disabilities.	Develop programmes that continuously scan the Namibian situation, with the focus on youth and people with disabilities.	RCO & NPC
		Undertake deliberate interventions to ensure equitable social development focusing on the marginalised and vulnerable groups (special focus on the youth and person with disabilities; out of school youth should be given special attention.	
<b>J</b> Partnerships	Enhance partnerships and engagement between public, private sector and civil society for joint programming and financing.	Forge partnerships with non-governmental actors. The UN should enhance its collaboration with Civil Society Organisations (CSOs), NGOs, academia and private sector partners, fostering capacity-building to propel the agenda of inclusivity and development. This collaboration should transcend mere project-based contracts and financial ties, evolving into a more comprehensive partnership model.	RCO & NPC
	Promote synergies between international and local partners.	Convene, facilitate, and leverage strategic engagement with various partners' drawn from both the state and non-state actors to ensure national ownership and accountability.	RCO & NPC
<b>K</b> Advocacy and communication	Utilise the influence and reach of the UN to advocate for the NDP's goals both locally and internationally, which may lead to attracting additional international (financial and technical) support and partnership.	Promoting transparency in the involvement of UN representatives, ensuring that their participation aligns with the NPC's goals and objectives and is conducted in a manner that is accountable to the nation's citizens.	RCO & NPC
		Promote UN visibility.	RCO
<b>L</b> Adaptive approach	Develop programmes that are flexible and take an adaptive approach	UN to implement interventions that combines upstream policy work with targeted community -level interventions, which will enable the UN to address immediate needs while also addressing systemic issues.	RCO & UNCT
	UN to be responsive to the unique challenges of communities while advocating for structural changes that can lead to sustainable solutions in the long term.		RCO & UNCT

## Relevance



5.2 COHERENCE			
Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<p><b>A</b>                      Namibia's designated upper middle income country status means that the UN programme focus is on policy development and technical support (Largest contribution of resources towards development comes from government)</p>	<p>Ensure that the UNPAF programmes focus on the UN comparative advantage and the identification of key strategic interventions/indicators.</p>	<p>Programmes/activities should focus on outcomes that are directly linked to specific UN contributions to NDP/SDGs.</p>	<p>RCO &amp; UNCT</p>
<p><b>B</b>                      There is a dilemma in focusing on upstream (policy level) work, while challenges are faced at the community level, which require downstream activities.</p>	<p>The UN should adopt a holistic and equitable strategy that integrates both upstream and downstream initiatives.</p>	<p>Integrated Planning: Develop a comprehensive strategy that integrates both upstream and downstream projects. This entails crafting policies at the higher level while concurrently identifying targeted community-level projects that directly address the immediate challenges.</p>	<p>RCO</p>
		<p>Multi-Stakeholder Collaboration: Facilitate collaboration between the UN, bilateral organisations, local governments, community organisations, and civil society groups. Engage in dialogues to collectively define priorities and ensure that policy development aligns with the specific needs of communities.</p>	<p>RCO &amp; NPC</p>
		<p>Community Empowerment: Implement community development initiatives that empower local residents to actively participate in finding solutions to their challenges. This can include training, capacity building, and participation of community members in the decision-making process.</p>	<p>CSO &amp; UNCT</p>
<p><b>C</b>                      Lack of coherence across UN agencies</p>	<p>Strengthen complementary administrative systems</p>	<p>Promote the implementation of complementary administrative systems within the UN and strengthening the alignment to strategic objectives.</p>	<p>RCO                      UN Head of Agencies</p>
<p><b>D</b>                      Weak partnership with civil society and private sector</p>	<p>Strengthen partnership between UN, GRN, Private sectors and non-governmental organisations, civic society organisations and other non- state actors.</p>	<p>The Government and the UN should promote stronger, deeper engagement with civil society groups and to sustain their support and services for marginalized vulnerable groups.</p>	<p>RCO</p>
		<p>Establish a platform for dialogue with all partners. For example meet once or twice a year.</p>	<p>RCO &amp; NPC</p>
	<p>Develop strategies to strengthen Government and Private Partnership sector.</p>		<p>RCO</p>

# Coherence



Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<b>E</b> Resource mobilisation	UN to use its comparative advantage and play a key role as facilitator to mobilise key resources targeting the most vulnerable.	UN agencies should develop or design resource mobilisation strategies consistent with their global mandate and partnerships' requirements. This will be complemented by various modalities of jointly fundraising either through leveraging domestic resources, development partners (bilateral and other multilaterals) private sector partnerships, south and south cooperation, and advocacy, to complement the traditional fundraising methods.	RCO UNCT
	Facilitate and share of resources, knowledge and technical expertise between private, CSO's, NGO's, GRN and UN.	Foster partnership with the private sector which presents an opportunity for the government to bridge the resource gaps.	NPC
		UN agencies, funds and programmes should provide support to the development and implementation of UNPAF activities, which may include technical support, supplies, commodities and equipment, procurement services, transport, advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support.	RCO UNCT
	Flexible Resource Allocation: Allocate resources to address both upstream policy development and downstream community projects. This might involve earmarking funding specifically for community-level initiatives while ensuring that policy development efforts also receive adequate resources.	UN and development partners should make conscious choices on the allocation of domestic resources to ensure equitable distribution and that development results are achieved.	RCO UNCT
	Develop the corporate resource mobilisation strategy.	Recognize the role of private sector in development and take a multisectoral approach. Continued joint resource mobilisation from non-traditional donors.	RCO GRN
	Identify and conduct a gap analysis on the financial shortfall for the implementation of SDG's / NDP activities.	Given the changing dynamics (globally and locally) create a basket fund to strengthen the financial commitments for interventions that seek to strengthen governance: this could be achieved through mobilising development partners, tapping into innovative funding mechanisms, exploiting south-south partnerships and multi-lateral and bilateral cooperation opportunities, as well as eh local private sector, so as to ensure a reliable and regular source of funding.	RCO
	Develop strategic and long-term partnership for continuous engagement with potential donors to support programmes be it by GRN or CSO.	Establish a development partnership dialogue platform with potential donors local and international, bilateral, and multilateral organisations.	RCO
	Strengthen systems thinking and incentivisation of inclusive innovation across sectors to promote integrated thinking and approaches.		



Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<p><b>Non-operationalisation of policies (due to inadequate human resources)</b></p>	<p>Coherent Policy support/Policy advocacy: Utilize the UN's global influence and expertise to advocate for policy changes or reforms at the national or international level. Policy Advocacy:</p>	<p>The UN and partners to undertake constant assessment of the national development policy landscape and advice accordingly.</p>	<p>RCO UNCT</p>
	<p>Provide strategic advice to GRN and CSOs on human resources management developments.s</p>	<p>Strengthen capacity of human resource practitioners.</p>	<p>RCO UNCT</p>

# Coherence



5.3 COORDINATION			
Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<b>A</b> <b>Planning and delivering in silos, challenging Delivering As One (DAO)</b>	Develop an integrated, coordinated approach to development cooperation.	Harmonize programmes with UN country initiatives and priorities, aligning them with the National Development Plan (NDP) and Sustainable Development Goals (SDGs).	RCO, UNCT
	Mainstream DAO into UN System Planning, Budgeting And Implementation, including joint proposal writing into strategic plans.	Define what is delivering as one, by critically reviewing the term Delivering as One. Align DAO with agencies mandates and it should be reinforced across all levels.	UN agencies
<b>B</b> <b>Delivering As One (DAO) not operationalised</b>	Develop a model on Delivering as One.	Establish legal frameworks or policies mandating agencies to allocate a designated percentage of their programme activities for coordinated and unified delivery, as part of DAO.	UN Head of agencies RCO
	Enhance coordination mechanisms, particularly for collaborative planning, encompassing tasks like proposal writing, resource mobilisation, and reporting.	Advocate for the improvement of coordination mechanisms..	UN Head of agencies
		Streamline and strengthen interagency partnerships to avoid duplication and resource wastage.	UN technical staff
	Provide technical support for strategic planning, coordination and monitoring to the work of the different committees, both in and between GRN, CSO and private sector.	Promote and enhance partnerships with Government, Civil Society, NGOs, Academia and private sector in delivery of targeted social, health and education outcomes.	UN Head of agencies RCO
	Promote coordination as a dynamic, participatory process of establishing cooperation and promoting alliances based on trust, which benefits all the partners.	Use existing coordination platforms for collaborative planning; for example, National School Health Task Force; joint programming on prevention of violence including joint financing etc Strengthen coordination with the private sector.	RCO UN Head of Agencies
		Develop or create partners platforms, focusing on for non-state actors	RCO
Emphasize the need for well-coordinated efforts between the government, UN, civil society organisations, and the private sector to avoid redundancy and ensure efficient governance and social justice initiatives.		RCO	

# Coordination





Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<p><b>C</b>  <b>Poor attendance and participation of pillar members, for effective coordination and working jointly.</b></p>	<p>Implement strategic interventions to strengthen effective participation of pillar members, focus on motivating, engaging, and supporting these stakeholders to actively contribute to collaborative efforts.</p>	<ul style="list-style-type: none"> <li>· Improve communication to ensure that all pillar members are aware of the importance of their participation, the benefits of collaboration, and the specific roles and responsibilities assigned to them.</li> <li>· Stakeholder Engagement: Conduct regular meetings, workshops, or seminars to engage with pillar members and discuss the goals, progress, and challenges of the collaborative effort. Encourage active participation by providing opportunities for them to voice their opinions and concerns.</li> <li>· Role Clarification: Clearly define the roles and expectations of each pillar member within the coordination structure. Ensure that they understand how their contributions are essential to the success of the collaborative effort.</li> <li>· Capacity Building: Offer training or capacity-building sessions to enhance the skills and knowledge of pillar members, making them better equipped to contribute effectively to the coordination efforts.</li> <li>· Peer Support: Encourage peer support and mentorship within the group to foster a sense of camaraderie and shared responsibility for the success of the collaborative effort.</li> <li>· Regular Progress Reports: Share regular progress reports, highlighting the impact of their participation and how their contributions have benefited the overall project or initiative.</li> <li>· Flexible Scheduling: Consider the scheduling and timing of meetings and activities to accommodate the availability of pillar members, allowing them to balance their participation with other commitments.</li> <li>· Leadership and Accountability: Assign leadership roles or champions responsible for ensuring active participation and accountability within the group. These leaders can help motivate and support fellow pillar members.</li> <li>· Diverse Representation: Ensure that pillar members represent a diverse range of perspectives and backgrounds (GRN, UN, NGOs and private sector), enhancing the inclusivity and effectiveness of the coordination efforts.</li> <li>· Heads of pillars and sub pillars should coordinate on refreshers to review activities under the pillars. The same could be applied to the whole USD CF with a mid-year or annual reviews.</li> <li>· Ensure representation of GRN, CSO, Academia, and private sector in the pillars (UN AND GRN).</li> </ul>	<p>RCO</p>
	<p>Review the relevance of current pillars. For example, good governance as a stand-alone pillar.</p>	<ul style="list-style-type: none"> <li>- Good governance was recognised as a cross cutting issues, UN should consider having this pillar integrated and not as a stand-alone pillar.</li> </ul>	<p>UNCT</p>

# Coordination





Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<b>D</b> Inputs and submission to the UNPAF pillar presentations and write ups	Establish feedback mechanisms that allow pillar members to provide input and suggestions for improvement, ensuring that their concerns are heard and addressed promptly.	Share /create a platform to share reports updates on intervention implemented across several Pillars/ Agencies.	RCO
<b>E</b> UN & GRN coordination is primarily limited to the National Planning Commission (NPC), challenges with parallels request by line ministries.	Strengthen partnerships between UN agencies, governments, civil society organisations, academic institutions and other key stakeholders.	Broaden participation to include all key stakeholders.	RCO with the support of NPC
<b>F</b> Poor or limited coordination mechanisms between national and regional levels, affecting the pace of implementation	Strengthen existing coordination mechanism across all government structures.	Foster closer collaboration and coordination between National and Regional authorities which can enhance the pace of project implementation. Ensure representation of GRN, CSO, Academia, and private sector in the pillars (UN AND GRN).	RCO NPC
<b>G</b> Inadequate human resources and competing priorities within the country office, GRN, NGO's, CSO and underlying competition among UN agencies challenge the concept of delivering as one.	Provide strategic advice to GRN and CSOs on human resources management developments.	Systematic assessment of skills gaps (including soft skills) Co creation of skills by public and private sectors (linked to identified priorities)focusing on strengthening the curriculum in skills development both at Secondary and Tertiary level.	RCO UNCT
	Enhance capacity building programmes, focusing on institutions.	Strengthen capacity of key institutions e.g. NSA, NIPAM, UNAM, NUST	RCO
		Promote the participation at all levels national, regional, district and constituencies (governments, communities, non-governmental organisations (NGOs), universities and private sector, consulting groups, CSO.	RCO

## Coordination



Issues	Strategic	Programmatic	Responsible person (UN/ GRN)
<p><b>H</b>  <b>Joint programming, joint workplace</b></p>	<p>Strengthen partnerships between UN agencies, GRN, civil society organisations, and other stakeholders to design and implement multi-sectoral programmes.</p>	<p>Promote joint planning and report execution on a quarterly basis.</p>	<p>RCO</p>
	<p>Develop strategies for joint planning, programming and resource mobilisation.</p>	<p>Identify areas that are common amongst agencies and integrate joint programming and financing in all activities.</p>	<p>RCO                      UN Head of agencies</p>
	<p>Strengthen coordination of UN operations and for joint planning, programming, financing and implementation of programmes.</p>	<p>Initiate joint programming at the early stages of agency strategic planning, progressing to proposal writing that emphasizes interconnections between areas of interest. For instance, community mobilisation, prevention, and treatment should be addressed with a distinct division of labour and responsibilities.</p>	<p>RCO                      UN Head of agencies</p>
		<p>Encourage the sharing of best practices and lessons learned among communities grappling with similar challenges, fostering mutual learning at both local and international levels. This exchange can serve to inform policy adjustments based on collective insights.</p>	<p>RCO &amp; UNCT</p>
	<p>Strengthen joint programming which will help to foster greater resource mobilisation, as well as coordination between GRN and the UN systems as it creates clear pathways for communication and minimises programme overlaps.</p>	<p>The UN should focus on where they have added value and where they have the capacity to operationalise programmes through joint programmes.</p>	<p>RCO &amp; UNCT</p>

# Coordination



5.4 EFFECTIVENESS			
Issues	Strategic	Programmatic	Responsible person (UN/GRN)
<p><b>A</b></p> <p><b>Inadequate data and evaluation affects the assessment of input and outcome indicators.</b></p> <ul style="list-style-type: none"> <li>• Lack of baseline data and outdate data in the country.</li> <li>• How do you report on progress if you are not supporting key areas?</li> </ul>	<p>Develop strategies for availability of timely and quality Data and evidence-based Research, including evaluation.</p> <p>Promote evidence-based programming through research and critical analysis of underlying development challenges.</p>	<p>Build capacity of GRN, NSA in the production of timely and quality data as well as other key stakeholders like research institution.</p>	RCO
	<p>Advocate for the production of data for planning purposes and enhance the capacity of key institutions.</p>	<p>Work closely with NSA to strengthen its capacity in the production of data.</p>	RCO, NPC & NSA
	<p>Develop strategies to support the prioritisation of the use of data for planning purposes and enhance the capacity of key institutions.</p>	<p>Strengthen the capacity of GRN, NSA and academic institutions in data production and management.</p>	RCO & UNCT
		<p>Provide technical and financial support to the upcoming census (2024).</p>	RCO & UNCT
	<p>Strengthen a human rights-based approach to data (collecting and capturing), and programme design and implementation. Explicitly integrate a human rights-based approach across all pillars.</p>	<p>Develop dedicated policy and programme guidance to support the integration of rights-based approach.</p>	RCO UN Head of agencies
<p><b>B</b></p> <p><b>Monitoring and Evaluation (limited M &amp; E systems)</b></p>	<p>Implement a robust monitoring and evaluation system to assess the impact of both upstream and downstream interventions.</p>	<p>Promote shared platform to track pillar activities and explore synergies.</p> <p>Regularly assess the effectiveness of policies and community projects to make necessary adjustments.</p>	RCO NPC
	<p>Strengthen the utilisation of data by all key stakeholders, and the importance of producing data.</p>	<p>Create a platform to share on interventions implemented across several agencies.</p>	
	<p>Strengthen the functions of the M&amp;E system and Result Groups: Results Based Management (RBM) systems and Information Management Systems (IMS) are fundamental and core UN programming principles.</p>	<p>Identify areas were to source data (Academia, Larri, bank of Namibia, respective ministries research reports.</p>	RCO NPC
	<p>Continuous Evaluation: Continuously assess the effectiveness of these interventions and adapt strategies as needed to improve pillar member participation.</p>	<p>Strengthening the management information systems.</p>	RCO UN Head of agencies
	<p>Strengthen multi-sectoral data infrastructures to inform prevention and response services on GBV, VAC, and Trafficking in Persons (TIP), while promoting positive social and gender norms through a transformative approach.</p>	<p>Enhance the utilisation of digital data.</p>	RCO UN Head of agencies

# Effectiveness





5.5 EFFICIENCY			
Issues	Strategic	Programmatic	Responsible person (UN/GRN)
<b>A</b> Upper middle-income status of Namibia affect the availability of financial support to the country	Reposition UN support-based focus on the provision of technical support instead of implementing activities (at downstream level).	Take a pro-active approach: UN to identify the financial gaps and identify domestic (private sector), bilateral and multilateral agencies to fill that gap.	RCO UN Head of agencies
<b>B</b> Challenges in mobilising resources locally (UN seen as helpers/problem solvers not those who need financial assistance)	Develop creative resource mobilisation strategies, both domestically and internationally.	UN to strengthen/empower the civil society, in terms of resource mobilisation from private sector in the country.	RCO
	Reposition UN support based on the inadequate funding.	Strengthen partnership between key stakeholders, including private sector to enhance efficiency in mobilising resources.	RCO
	Strengthen country's readiness for emergencies responses (human and financial resources).	UN to focus on the provision of technical support instead of implementing activities.	RCO & UNCT
		Develop emergency programmes that focus on prevention, readiness and response and make budgetary provision.	RCO,NPC
<b>C</b> Resource mobilisation	Develop strategies to coordinate donor request to and from within the UN.	Develop clear channels of communication (for donor requests) from GRN, NGOs to UN, to allow alignment and collaboration that can be fostered by UNPAF to contribute to the validity and sustainability of achieved results	RCO & UNCT
<b>D</b> Efficiency is impacted by UN agencies competing for resources.	Create strategies that establish connections between the UNPAF pillars and their operations with the thematic areas of the National Development Plan (NDP). This aims to minimize transaction costs, particularly in terms of time, considering limitations in human resources and competing priorities.	Promote coordination as a dynamic, participatory process of establishing cooperation and promoting alliances based on trust, which benefits all the partners.	RCO & UNCT

# Efficiency



5.6 SUSTAINABILITY			
Issues	Strategic	Programmatic	Responsible person (UN/GRN)
<b>A</b> Standalone programmes not integrated into existing structures	Sustainability should be an integral part of all UNPAF planned activities and results.	Address sustainable development across all pillars to support the 5 Ps of the SDGs (People, Planet, Prosperity, Peace and partnerships).	RCO & UNCT
		Develop projects that contribute to long-term sustainability and are aligned with broader development goals and policies.	
	Strengthen institutional linkages and positioning in relation to local structures to establish a robust foundation for sustainable progress.	Develop programmes aimed at strengthen the capacity of institutions.	RCO & UNCT
		Enhanced the capacity of communities to be self-sustaining especially as it relate to food – food producers and not to rely on food handouts.	RCO & UNCT
		Adopt a multiplier approach strengthening key institutions like academic institutions, NIPAM and the Namibia Research Councils.	RCO & UNCT
<b>B</b> Inadequate programmes to strengthen structures in order to promote sustainable development	Strengthen the design and implementation capacities of government institutions at all levels.	Strengthen close collaboration and cooperation with the Governments and other layers of civil society both in the preparation and the implementation of the programmes and/or programme components to enhance sustainability.	RCO & UNCT UN Head of agencies
	Strengthen the capacity of both government institutions and staff, civil society organisations, Nongovernmental organisation and the private sector.	Provide training, and technical support for the formulation and implementation of strategies, policies, programmes/projects and laws and the provision of services with the goal of sustaining programmes beyond UN support.	RCO & UNCT
	Strengthening institutional (technical and financial) capacities.	Developing institutional (technical and financial) capacities at all levels underpinned by and leading to national ownership.	RCO & UNCT
	Partnership with training and research institutions, as well as civil society organisation will play a key role building capacity for national institutions etc.	The UNs needs to support and strengthen the capacities of national partners to enhance its programming and visibility: Actions to strengthen the capacity of national institutions a CSO would increase their contribution as partners but also CSO for them to constitute valuable partners. This could be achieved through the development of an inclusive capacity building strategy.	RCO & UNCT
	Institute national ownership.	Tailor capacity-building activities to national entities with the greatest potential for sustaining the capacities that are established.	RCO & UNCT
		Support and strengthen the decentralisation process and work with all stakeholders government, representatives of civil society, academics and the private sectors.	RCO UN Head of agencies

# Sustainability



# Conclusion

The UN continues to play a central role in Namibia’s development, with a focus on human rights in all its initiatives and efforts to collaborate with other development partners. This is further facilitated by strong coordination from the Resident Coordinator’s Office (RCO). Significant progress has been recorded across all pillars in the areas of policy development, joint programming and coordination, and technical support and capacity building.

Coordination between different UN agencies was somewhat limited, partly due to the challenges posed by the COVID-19 pandemic. Moreover, the concept of “Delivering as One” remains a challenge, as agencies compete for resources and tend to work in isolation. Additionally, the limited role of civil society and the private sector was identified as a major shortcoming. Furthermore, limited policy implementation and insufficient human and financial resources were identified as significant barriers to effective coordination and programme implementation.

While the UN supported various interventions, it struggled to evaluate their impact due to a lack of data, and there was limited attention to issues of disability. This is further complicated by the upper middle-income status of the country, which impacted the availability of donor funding.

A major shortcoming in the UNPAF (United Nations Partnership Framework) design was the absence of a Theory of Change, which is seen as a significant drawback.

# 6





# References

- UN (2023) Presentations of the status of Pillars 23 August & 26 September, Windhoek, Namibia
- UN (2023) 2022 UN Country Annual Results Report 2023; UN Windhoek Namibia
- UN (2018) United Nations Partnership Framework
- UN (2020) Namibia Annual UN country results Report 2019 , Windhoek
- UN (2018) United Nations Partnership Framework (UNPAF) 2019-2023, Windhoek, Namibia



# Appendix

# 8



## 8.1 UNPAF 2019-2023 Review and Assessment meeting 23 August

### UN Resident Coordinator

### UNPAF 2019-2023 REVIEW & ASSESSMENT

Facilitated by Dr. Pandu Hailonga-van Dijk (PhD)

Venue: Windhoek, RIVERSIDE LODGE

Time		Person responsible
08h30	- Arrival & Registration	UNROC
08h30-08h45	- Welcome and Introduction	UNROC
	<b>Overview of UNPAF 2019-2023</b>	
08h45-09h25	<p>Presentation on the UNPAF Pillars including specific outcome indicators by chairs of the respective Pillars.</p> <ol style="list-style-type: none"> <li>1. Economic Progression (EP); (10 Minutes)</li> <li>2. Social Transformation (ST) (30 Minutes) ;</li> </ol>	Mr. Qingyun Diao, Chair EP Mrs. Rachel Odede, Chair ST
09h25-09h45	<ol style="list-style-type: none"> <li>3. Environmental Sustainability (ES) (10 Minutes)</li> <li>4. Good Governance (GG) (10 Minutes)</li> </ol>	Mr. George FEDHA Chair Mr. Alka Bhatia, Chair-GG
09h45-10h00	Questions and Answers as it relate to the presentations	
10h00 -10h30	<p><b>Breakout sessions:</b> UNPAF Pillars – Achievements, challenges and way forward Participants will be required to answer following questions, for each pillar and at the same time addressing the Cross-cutting issues (human rights, gender and vulnerable communities.</p> <ol style="list-style-type: none"> <li>1) Aspects of the UNPAF 2019-2023 that worked well.</li> <li>2) Aspects of the UNPAF 2019-2023 that did not work well.</li> <li>3) Challenges encountered during UNPAF 2019-2023 implementation and mitigating elements?</li> <li>4) How can we improve moving forward?</li> <li>5) Opportunities and recommendations for the new United Nations Sustainable Development Cooperation Framework ( UNSDCF) 2025-2029</li> </ol> <p>**All participants to respond to the questions and allocate the answers according to the Pillar- Each pillar will have a station. Nominate a presenter for each pillar</p>	Dr. Pandu Hailonga-van Dijk
10h30-11h00	<b>Health Break</b>	
11h00 -12h00	Presentation of findings in plenary (allow questions and answers).	
12h00-13h00	<p><b>Reflections</b> on one UN and delivering as one using OECD evaluation criteria focusing on issues of 1. Coherence 2. Coverage; 3. Connectedness;4.Coordination/Collaboration; 5.Evaluability;6. Effectiveness; 7. Efficiency ; 8. Relevance; 9. Strategic positioning; 10. Sustainability; 11. Application of a human rights-based approach (HRBA). Participants will be divided in 7 groups according to the Pillars and will reflect on the Pillar guided by the OECD evaluation criteria questions under Table 1.</p> <p>Group 1: Pillar 1. : Economic Progression Group 2: Pillar 2.1: Social Transformation- Health Group 3: Pillar 2.2 : Social Transformation: Education Group 4: Pillar 2.3: Social Transformation: Protection Against Violence Group 5: Pillar 2.4: Social Transformation: Social Protection Group 6: Pillar 3: Environmental Sustainability Group 7: Pillar 4: Good governance</p> <p>All groups address: Opportunities and recommendations for the new UNSDCF 2025-2029 Each group to select a chairperson, rapporteur if possible enter responses directly on the laptop</p>	Dr. Pandu Hailonga-van Dijk
13h00-14h00	<b>LUNCH BREAK</b>	
14h00 -15h00	Continue with Group work on the assessment of the Pillars using the OECD evaluation criteria	
15h00-15h15	<b>Health Break</b>	
15h15 -16h30	Plenary – Presentation by each Pillar (10 minutes per pillar) Summarise key issues	
16h30 -17h00	<p>Wrap-up Summarise key findings</p> <p>Way Forward &amp; Closing</p>	Dr. Pandu Hailonga-van Dijk UNROC

#### NOTE

\* UNFPA Pillar: Each pillar will have a station with flipcharts indicating the 5 aspects that participants are required to respond to?

\* Each group /person will be provided with the handout of the OECD criteria for review of UNPAF 2019-2023 assessment

\* Appoint timekeeper





## 8.2 Attendance List: UNPAF 2019-2023 Review and Assessment meeting 23 August

UNPAF attendance list Aug 23, Doc 1.pdf

## 8.3 UNCT review of the draft UNPAF 2019-2023 Review 26 September 2023

The meeting was attended by all UN head of agencies or their representatives as well as technical staff ; RCO; WHO, UNFPA, UNICEF; UNAIDS; ILO; WFP; UNESCP, FAO, UNDP;

## 8.4 UNPAF 2019-2023 & CCA Multistakeholder review workshop p with GRN, CSO and private sector

The meeting was attended by all UN head of agencies or their representatives as well as technical staff ; RCO; WHO, UNFPA, UNICEF; UNAIDS; ILO; WFP; UNESCP, FAO, UNDP;

Appendix/Draft\_Programme\_UNPAF\_Review\_and\_CCA\_03-04\_Oct\_2023 (1).pdf

### Joint 2019-2023 UNPAF and Draft CCA Review Multistakeholder Review Workshop

Programme Director: National Planning Commission

Venue: Windhoek Country Club

03 October 2023	
08:30 – 09:00	<b>Registration</b>
09:00 – 09:10	<b>National and AU Anthems</b> <b>Introduction of participants</b> Self-introduction
09:10 – 09:30	<b>Welcome and opening</b> <i>Welcome and Opening Remarks</i> -Ms. Hopolang Phororo, UN Resident Coordinator (RC), UN Namibia -Ms. Wilhencia Uiras, Executive Director, National Planning Commission (NPC)
UNPAF REVIEW	
09:30-11.30	<b>UNPAF 2019-2023 Pillar Presentations: key achievements, lesson learned, challenges and recommendations for the next UNSDCF.</b> -Economic Progression -Social Transformation -Environmental Sustainability -Good Governance
11:30 – 11:45	<b>Break</b>
11:45 – 13:00	Discussions and reflections on key achievements, lesson learned, challenges and recommendations for the next UNSDCF
Lunch	
CCA VALIDATION	
14:00-15:00	<b>Presentation of summary of the draft 2023 CCA - UN Namibia Resident Coordinator Office</b>
15:00 – 15:15	<b>Presentation of methodology for the consultation and organisation of group work</b>
15:15 – 17:00	<b>Review of the CCA Chapters by groups</b> -Group 1: People -Group 2: Prosperity -Group 3: Planet -Group 4: Peace -Group 5: Partnerships & SDGS Financing Landscape
	<b>Plenary</b> Reporting back from the Groups and discussions
	<b>Wrap-up, next steps, and closing</b>

## 8.3 Presentations: Economic; Social; Good governance and Environment pillars

Appendix/1.Economic A03 October 2023 (1).pdf

Appendix/2.ASocial Transformation Pillar Presentation Consolidated - 3 Oct Meeting.pdf

Appendix/4 UNPAF 2019-2023 Presentation - Good Governance Final\_ 02 Oct 2023.pdf

Appendix/3. Environment.pdf

Appendix/RC remarks \_ UNPAF CCA Review 011023.pdf



## 8.6 List of attendees– Multistakeholder review workshop

## Joint 2019-2023 UNPAF and Draft CCA Reviews

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# Namibia

UNPAF 2019-2023 REVIEW



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