



United Nations Partnership Framework (UNPAF) 2014-2018

A Partnership for Growth, Job Creation and Equity

Employment
Creation

High and sustained
economic growth

Increased Income
Equality

NAMIBIA

United Nations Partnership Framework – Namibia (2014-2018)

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A landscape photograph of a desert canyon. In the foreground, there are large, smooth sand dunes with some sparse green vegetation. A river flows through the middle ground, surrounded by lush green trees and shrubs. The background shows a wide, flat desert plain under a clear blue sky with a few wispy clouds. The overall scene is a mix of arid and semi-arid environments.

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The RBM Logical Score Card

Performance Profile of the UN System in Namibia: UNPAF 2014–2018, Supporting NDP-4 Results

	RESULTS CHAIN - DESCRIPTION	PERFORMANCE INDICATORS AND/OR SOURCES OF VERIFICATION
5	<p>Impacts (=Vision)</p> <p>A prosperous and industrialised Namibia developed by her human resources, enjoying peace, harmony and political stability (Vision 2030, page 15).</p> <p>Thus, the Vision of the UN System is: To be the leading partner in Namibia's pursuit of its national development vision and goals consistent with internationally agreed standards and norms.</p> <p>[Meaning: Increasing numbers of Namibians are enjoying dignity, peace, and prosperity.]</p>	<p>At least 5% percent increase in the HDI on an annual basis.</p>
4	<p>Outcomes (= Mission)</p> <p>Mission Statement: The UN, 'Delivering as One' in Namibia, uses its expertise to champion and support interventions aimed at addressing economic and social inequalities, thus contributing to prosperity, dignity, peace and the full realisation of human rights.</p> <p>[Meaning: Namibians at all levels (using products, services, and programmes of the UN as/when appropriate) are constructively engaged in the implementation of interventions aimed at addressing economic and social inequalities in an environmentally sustainable manner, thus contributing to dignity, peace and prosperity, and the full realisation of human rights.]</p>	<p>UNPAF Outcomes: By 2018, Namibia...</p> <p>Outcome 1: has policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs in place and being implemented</p> <p>Outcome 2: has a government and partners who promote and protect human rights effectively</p> <p>Outcome 3: has functional monitoring and evaluation and statistical analysis systems in place to monitor and report on progress</p> <p>Outcome 4: complies with most of her international treaties' accession/ratification, monitoring and reporting obligations</p> <p>Outcome 5: is implementing policies and programmes that improve learning outcomes at all levels</p> <p>Outcome 6: has accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address social, economic and environmental determinants of health, and improve health outcomes</p> <p>Outcome 7: has a strengthened health system that delivers quality, accessible, affordable, integrated, and equitable health care</p> <p>Outcome 8: is implementing effectively and in a coordinated manner policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability</p> <p>Outcome 9: is implementing effectively a National Gender Plan of Action and Gender-Based Violence Plan of Action</p> <p>Outcome 10: has a national social protection system that is strengthened and expanded to poor and vulnerable households and individuals</p> <p>Outcome 11: has reviewed, and is implementing, policies and strategies which ensure that severely poor and vulnerable households have access to and are utilising productive resources and services for food and nutrition security and sustainable income generation</p> <p>Outcome 12: has in place the institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions, and is implementing effectively</p>
3	<p>Outputs</p> <p>OUTPUT-1: The production/delivery of appropriate infrastructure/facilities/materials* are facilitated/supported and actively promoted. [Hardware]</p> <p>OUTPUT-2: The production/delivery of appropriate laws, policies, regulations, and systems for/on agreed-upon infrastructure/ facilities and human capacity development are facilitated/supported and actively promoted. [Software]</p> <p>OUTPUT-3: Namibians 'graduate' with appropriate knowledge and skills from UN supported capacity development initiatives,* and their 'engagement' is promoted actively. [Human ware]</p> <p>OUTPUT-4: The UNPAF 2014-2018 is managed efficiently and effectively. [Management]</p>	<p>At least 10 percent increase in UN facilitated/supported infrastructure / facilities / materials on an annual basis.</p> <p>At least 10 percent increase in UN facilitated/supported laws, policies, regulations and systems on an annual basis.</p> <p>At least 10 percent increase in Namibians trained via UN facilitated/supported capacity development initiatives on an annual basis.</p> <p>The UNPAF 2014-2018 is managed within plans and budgets.</p>
2	<p>Activities: Undertake/facilitate...</p> <p>ACTIVITIES-1: Research/review for the design, planning and building/renewal/expansion of relevant infrastructure/facilities and provision of appropriate guidelines/support. [Hardware]</p> <p>ACTIVITIES-2: Review, drafting and promotion of appropriate laws, policies, rules, regulations and systems, and provide appropriate guidelines/support as necessary. [Software]</p> <p>ACTIVITIES-3: Review, design, planning and implementation of appropriate capacity building (training and TA) initiatives. [Human ware]</p> <p>ACTIVITIES-4: Planning, HRM, advocacy, PR, mobilisation of funding, collaboration with development partners, implementation of programmes and projects, and monitoring and evaluation of implementation of the UNPAF. [Management]</p>	
1	<p>Inputs/Resources</p> <ul style="list-style-type: none"> Facilities and materials from the UN and partners; Funding from national and international sources, and procedures and methods; Appropriate knowledge and skills from RAs, NRAs, and partners. 	

*NOTE: Selected Areas (UNPAF Pillars): Institutional Environment; Education and Skills; Health; and Poverty Reduction



Through its Vision 2030 and the Fourth National Development Plan (NDP 4), the Government of Namibia has articulated a roadmap for Namibia's development. Within the framework of NDP 4, the Government seeks to address the interrelated challenges of expanding the economy, generating jobs and reducing income inequality. In sum these goals underlie the determination of Namibia to address the structural and systemic challenges as well as the limiting legacies that continue to hamstring development efforts and the quest for greater economic equity in the country.

This United Nations Development Partnership Framework (UNPAF), covering the period 2014-2018, is the vehicle for strategic partnership and resource planning which will drive the programmes through which the UN Country Team (UNCT) will support Namibia in the implementation of NDP 4 and the realisation of its development goals under Vision 2030. This UNPAF, built on the four pillars of Institutional Environment, Education and Skills, Health, and Reducing Extreme Poverty, is anchored in the outcomes of NDP 4 and is consistent with Vision 2030.

Through this UNPAF, the UNCT seeks to focus upon: supporting the development of capacities of national institutions; fostering multi-disciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice under the four pillars. The UN shall at the same time, support limited downstream activities that are deemed critical to addressing development needs and incubating ideas for wider replication.

In addition to being locked into NDP 4, this UNPAF draws from the development challenges identified in the Country Situational Analysis that was undertaken during 2011. The process of preparing this UNPAF was participatory and inclusive. It involved extended

consultations with the Government, partners and non-governmental organisations (NGOs), undertaken under the overall guidance of the UNPAF Joint Technical Committee co-chaired by the Government and the UN. The UNPAF is also the result of the consensus reached within the United Nations Country Team and has been validated by key stakeholders.

As we embark upon the implementation of this UNPAF, the UN system will strive to forge greater internal coherence and enhance its efficiency and effectiveness based on the partnership principles agreed with the Government of Namibia. These are: full government ownership and leadership; full alignment of UNPAF with the NDP 4; use of national NDP 4 coordination, monitoring and evaluation, and reporting systems for UNPAF; effective leverage of available resources for maximum impact; and progressive and sequenced movement towards Delivering as One. In this regard, the Government of Namibia and the UNCT are fully committed to strengthening partnerships and expanding cooperation with other partners, including civil society organisations, as they work towards the realisation of the development objectives of NDP 4 and Vision 2030.

We would like to extend our appreciation to the Government, the United Nations Country Team, partners, civil society organisations, the Joint Technical Committee, the UN Programme Development Team and all other technical groups, committees and individuals who, in a variety of ways, have contributed to the development of this UNPAF. Within the framework of renewed development cooperation expressed in this United Nations Partnership Framework 2014-18, we, the undersigned, pledge our collective commitment to contribute to the achievement of Namibia's Vision 2030 and the fourth National Development Plan (NDP 4) objectives, and to make it possible for all Namibians to live longer, healthier and more prosperous lives, full of choices.

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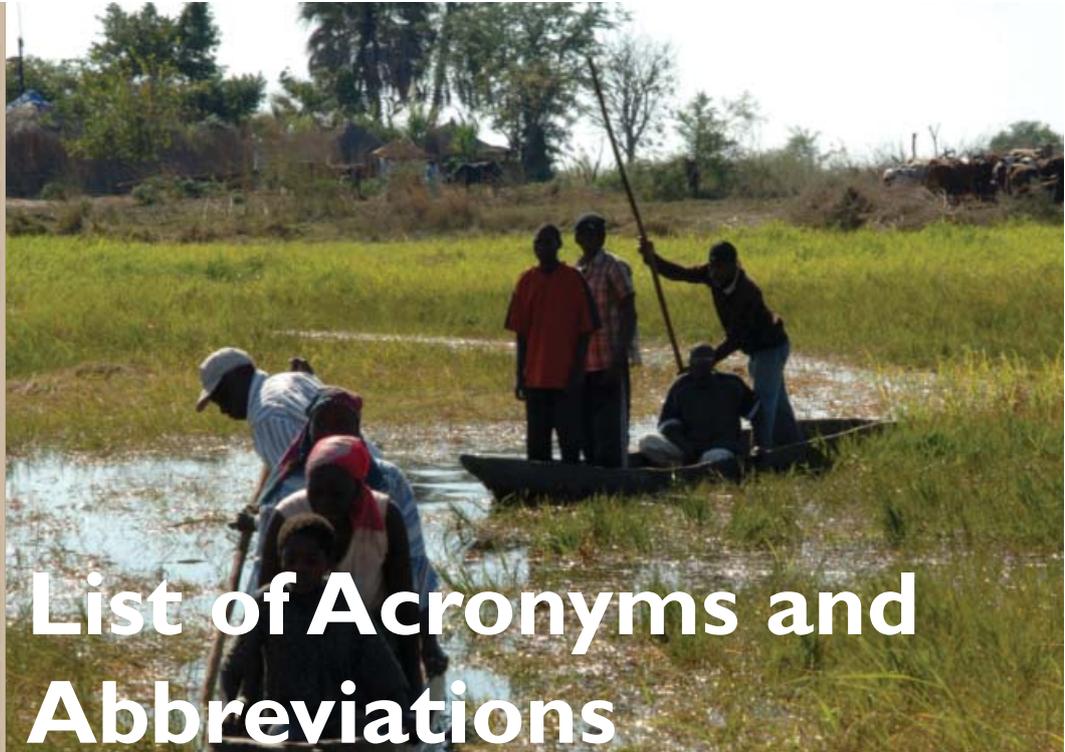
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List of Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
AU	African Union
BUR	Biennial Update Report
CCA	Common Country Analysis
CNR	Case Notification Rate
CPAP	Common Programme Action Plan
CPI	Corruption Perception Index
CRC	Convention on the Rights of the Child
DaO	Delivering as One
DO	Desired Outcome (of NDP 4)
EFA	Education for All
EMIS	Education Management Information System
EU	European Union
GBCNA	Green Building Council of Namibia
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GRN	Government of the Republic of Namibia
HACT	Harmonised Approach to Cash Transfers
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
HRM	Human Resource Management
IAEA	International Atomic Energy Agency
IHDI	Inequality-adjusted Human Development Index

ILO	International Labour Organisation
INC	Initial National Communication
JUTA	Joint UN Team on AIDS
KRA	Key Result Area (of NDP 3)
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MAWF	Ministry of Agriculture, Water and Forestry
MDG	Millennium Development Goal
MIC	Middle Income Country
MMR	Maternal Mortality Ratio
MNCH	Maternal, Neonatal and Child Health
MOHAI	Ministry of Home Affairs and Immigration
MOHSS	Ministry of Health and Social Services
MPI	Multidimensional Poverty Index
NAMVAC	Namibia Vulnerability Assessment Committee
NBSAP	National Biodiversity Safety and Action Plan
NCD	Non-Communicable Disease
NDHS	Namibia Demographic and Health Survey
NDP	National Development Plan
NGO	Non-Governmental Organisation
NHA	National Health Accounts
NHIES	Namibia Household Income and Expenditure Survey
NHRAP	National Human Rights Action Plan
NLFS	Namibia Labour Force Survey
NPC	National Planning Commission
NPCC	National Policy on Climate Change
NRA	Non-Resident Agency
NSI	Namibian Standards Institution
ODA	Official Development Assistance
O/M/As	Offices, Ministries and Agencies (of the GRN)
QCPR	Quadrennial Comprehensive Policy Review (of the UN)
QSAG	Quality Support Assurance Group
PER	Public Expenditure Review
PHC	Primary Health Care
R&D	Research and Development
RET	Renewable Energy Technology
SADC	Southern African Development Community

SACMEQ	South and Eastern Africa Consortium for the Monitoring of Education Quality
SAT	Standardised Achievement Test
SNC	Second National Communication
SPR	Strategic Prioritisation Retreat
SRH	Sexual and Reproductive Health
SSA	Sub-Saharan Africa
TB	Tuberculosis
TIPEEG	Targeted Intervention Programme for Employment and Economic Growth
TNC	Third National Communication
TWG	Technical Working Group
UN	United Nations
UN ISDR	United Nations International Strategy for Disaster Reduction
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCBD	United Nations Convention on Biological Diversity
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDOCO	United Nations Development Operations Coordination Office
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNOHCHR	United Nations Office of the High Commissioner for Human Rights
UNPAF	United Nations Partnership Framework
UPR	Universal Periodic Review
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organisation
WGBC	World Green Building Council

Executive Summary

Introduction

The United Nations Partnership Framework (UNPAF) 2014-2018, the third strategic programme framework prepared by the Government of the Republic of Namibia (GRN) and the United Nations (UN) system in Namibia, describes the collective response of the UN to priority national development challenges. It is the outcome of an extensive consultative process and rigorous analyses by various stakeholders, led by the GRN and involving the UN, civil society organisations (CSOs), the private sector and academia. The current framework seeks an innovative approach to the UN system's engagement in Namibia, an upper middle income country (MIC) facing a myriad of interrelated development challenges. This new approach seeks to leverage the core strengths of the UN system in Namibia, which are: supporting the development of the capacities of national institutions; fostering multi-disciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice. The reinvigorated partnership is founded on and driven by the principles of national ownership and government leadership, and alignment and rationalisation of coordination, monitoring and evaluation, and reporting systems. The UNPAF is aligned, programmatically, to the fourth National Development Plan (NDP 4) at a strategic level, with a focus on higher level results, while at the same time addressing critical downstream issues relating directly to human development.

Major Development Challenges Facing the Country

Despite remarkable economic growth and social development, and the many policy and institutional reforms initiated by the Government since the immediate post-Independence period, including the recently introduced Targeted Intervention Programme for Employment and Economic Growth (TIPEEG), the country still faces many development challenges. These challenges can be clustered around the following themes:

i) Poverty and Human Development

While Namibia has registered strong economic growth in the past, averaging 5 percent over the period 2002 to 2012, this growth has not translated into substantial employment creation, reduced rates of poverty or equitable distribution of income and productive resources. The proportion of poor individuals decreased from 38 percent in 2003/04 to 29 percent in 2009/10. Unemployment, currently estimated at 27.4 percent of the total labour force, is highest among females at 31.8 percent, compared to 22.9 percent for males, and among the youth, with 48.5 percent of the people aged 20 to 24 years old and 33.6 percent of people aged 25 to 29 years old

being out of work. Partly due to the below-target reduction in poverty, the relatively high unemployment rates and marginal decrease in income inequality (see iii below), the country was ranked 128 out of 186 countries on the Human Development Index (HDI) with a rating of 0.608, representing a negative shift from 2011 when the country was ranked 120 out of 187 countries at 0.625.

ii) Access to Land and Food Security

Despite past land redistribution efforts, land ownership remains skewed in favour of a small number of, predominantly white, farming households. Past attempts by the Government to redistribute land have been too slow and have largely failed to deliver land to those in need. On the other hand, there is reported under-utilisation of agricultural land, especially in communal areas, where many farmers lack both title deeds and basic farm management skills. Partly as a result of limited access to productive land, low agricultural production and productivity, and relatively high poverty levels, an estimated one third of the Namibian population is food insecure while an estimated 29 percent of children under 5 years are stunted, with 9.9 percent being severely stunted.



iii) Structural Inequality and Social Justice

Namibia has one of the least equal distributions of income and wealth, and increasingly, access to productive resources and basic services, in the world. While this structural inequality has its genesis in colonialism and apartheid rule, it has also been sustained by policy and programme implementation constraints over the post-Independence era. Despite many initiatives undertaken by the Government in the past, the Gini Coefficient has declined only marginally from 0.6455 in 1993/93 to the current (2009/10) level of 0.5971. When the 2012 HDI of 0.608 (see i above) is adjusted for inequality, there is a 43.5 percent loss in value with the resultant Inequality-adjusted HDI (IHDI) being 0.344. Women, who are under-represented in key policy and decision-making organs (see section 1.3.4), bear a disproportionate share of the high levels of violence in the country, with 40.5 percent of females having experienced physical violence, as opposed to 27.6 percent of males.

iv) Governance Systems

Namibia has a stable and vibrant democratic political system with regular free and transparent elections that have been judged to meet international standards. The country also has a robust constitution with a Bill of Rights, has established many institutions for the promotion of human rights, transparency and accountability, and is ranked number one in Africa in terms of freedom of the press. However, most of these bodies suffer from weak institutional capacity and a lack of funding. Transparency and anti-corruption, as well as human rights monitoring mechanisms are generally weak due to the limited capacity of the Anti-Corruption Commission and the Office of the Ombudsman, as well as of CSOs. The decentralisation process, though founded on sound policy and legislative frameworks, has been slow. The decentralised governments face a plethora of challenges, including lack of participation in the development process by local populations, inadequate human resource capacity, lack of finances, poor infrastructure, and limited powers and autonomy to carry out their functions.



v) Health

Social, economic and environmental determinants of health are hampering progress towards better and more equitable health outcomes. The major challenge facing the health sector is the generally weak public health system, chiefly the human resources component. In 2008, it was estimated that the public sector had a ratio of 2.0 health workers per 1 000 population, against a World Health Organisation (WHO) benchmark of 2.5. By contrast, the private sector had an estimated 8.8 health workers per 1 000 population.

The vastness of the country and the dispersed nature of human settlements render provision of health services difficult, particularly to rural and remote populations. This is exacerbated by the absence of linkages between the formal health system and community-based systems. The inadequate intra-sectoral and multi-sectoral coordination amplifies the challenges faced by the health sector as they impede effective and efficient utilisation of resources and constrain opportunities that might be generated by multi-sectoral synergies.

In the 2013 report by the Presidential Commission of Enquiry on the Activities and Affairs of the Ministry of Health and Social Services, challenges of governance, service delivery, infrastructure and equipment, and availability and distribution of a health workforce adequately trained in critical

areas were highlighted.

Although the HIV prevalence, highest among women, has stabilised at around 13 percent of the general population, the epidemic continues to have both direct and indirect effects on the wellbeing of the vast majority of the population and presents a burden to the health care system, economic performance and the overall development of the country.

The country also faces a triple burden of communicable diseases, non-communicable diseases and conditions (including malnutrition) and high levels of violence and injuries. Levels of neonatal, child and maternal mortality remain unacceptably high for the level of economic growth achieved. Poor sanitation, particularly in rural areas, remains a major challenge.

vi) Environmental Management and Climate Change

The major environmental challenges facing the country include harsh climatic conditions, shifts in ocean currents, shorter periodicity and greater intensity of cyclical droughts and floods, bush encroachment, and the need to restore the natural resource base after years of over-exploitation. The Namibian economy is heavily dependent on the climate sensitive natural resource based sectors of agriculture, fisheries, tourism and mining, which together made up an estimated 20.2 percent of the gross domestic product (GDP) in 2012. There is also growing concern about habitat destruction as a result of increasing population pressure, waste generation and pollution. Namibia is a water deficient country confronting ever-growing pressure on its scarce water resources as a result of growing population, industrial development, and climate variability and change. It is predicted that, in the future, Namibia's hot and dry climatic conditions will become worse as a result of climate change and, although endowed with a good solar regime, the country is likely to face a major energy deficit in the near future.

vii) Institutional Capacity and Skills

Namibia has a shortage of skilled labour, which persists alongside growing unemployment, limited

capacity to absorb existing technologies at the firm level, and low investment in research and development (R&D), all of which are attributable to the education and training system. There is also a general lack of coordination among the various offices, ministries and agencies (O/M/As), and low human resource capacity to implement national development programmes successfully and produce high quality results. Namibia also lacks a coherent expatriate recruitment and utilisation policy to fill the existing capacity gaps, especially in key sectors such as health, infrastructure and education, as it works to train and develop indigenous capacity.

Why and How the UN Should Engage

The UNPAF 2014-2018 seeks to address some of the challenges outlined above, which challenges are buttressed by a recent United Nations General Assembly (UNGA) Resolution on MICs. The UNGA Resolution (see section 1.4) notes that MICs still face significant challenges in the area of poverty eradication, and the distribution of income tends to be less equal in those countries than in least developed countries (LDCs). Therefore, it calls upon the UN to support MICs by, inter alia, improving its coordination and exchange of experiences with other relevant organisations.

The development of the UNPAF has been informed by the outcome of an evaluation of the United Nations Development Assistance Framework (UNDAF) 2006-10. Although the UNDAF 2006 -10 was found to provide a solid strategic framework for the work of the UN in Namibia, the value added by the UN system at a collective level was less apparent, partly because the results were framed in very broad terms, making it difficult to attribute results to UN specific interventions. The evaluation also raised concerns about the usefulness of the UNDAF as a coordination framework and noted that the UNDAF appeared to have neither reduced the transaction costs for the GRN and UN nor resulted in more effective joint programming or joint programmes. The development of the UNPAF has also been informed by the 2005 Paris

Declaration on Aid Effectiveness, the Accra Agenda for Action and the outcome of the 2012 Quadrennial Comprehensive Policy Review (QCPR) which reaffirmed the need for better coordination and full alignment of UN operational activities with national planning and programming cycles and development priorities.

In recognition of the imperative for a new strategic direction, the UN Country Team adopted a **Vision** for the UN system in Namibia, namely:

To be the leading partner in Namibia's pursuit of its national development vision and goals consistent with internationally agreed standards and norms.

To achieve this vision, it adopted a **Mission Statement**:

The UN, Delivering as One in Namibia, uses its expertise to champion and support interventions aimed at addressing economic and social inequalities, thus contributing to prosperity, dignity, peace and full realisation of human rights.

The UN Country Team also resolved to deepen the ongoing Delivering as One (DaO) approach in providing UN system support to Namibia and, to this end, adopted a definition for 'Delivering as One' in the context of Namibia namely:

'Delivering as One' is a coordinated and joint approach whereby the UN effectively and efficiently plans and delivers on mutually agreed national human development priorities.

In view of the foregoing, and in recognition of the changed national development context and the need to address the structural and systemic challenges facing the country, the GRN and UN system in Namibia, after extensive consultations, agreed on a new strategic partnership to inform the work of the UN in the country. This new partnership shifts the UN system in Namibia from an engagement based on development assistance to the country to one of development partnership. It seeks to build upon the proven strengths and comparative advantages of the UN and steer it towards providing upstream policy support, capacity and skills development, strengthening of institutions and systems, and promotion of south-south cooperation, all of which are key to addressing the country's development challenges.

The GRN and UN agreed that in order for this new strategic partnership to succeed it should be founded on, and driven by, the following principles:

- **Government ownership and leadership of national development processes:** The Government shall set and direct the agenda of the new strategic partnership.
- **Use of existing government systems:** The UN coordination structures for the UNPAF shall nest into and utilise NDP 4 structures established for purposes of coordination, monitoring, evaluation and reporting at all levels.
- **Full alignment of UN country programmes with the NDP 4:** The UNPAF will be aligned, programmatically, to the NDP 4.
- In furtherance of national development goals and objectives, and at the request of the GRN, **implementation through the UN system, where appropriate, of government-funded sector programmes and projects.**
- **Leveraging the limited available resources:** The UN will support the GRN in its endeavour to increase coherence, efficiency and effectiveness of programmes and projects

and undertake measures to deliver more efficient and targeted utilisation of the UN's own resources and capacities.

- **Progressive and sequenced movement towards Delivering as One:** The UN shall move progressively and sequentially towards a nationally contextualised DaO mechanism.

Results Framework

The UNPAF Results emanate from a Strategic Prioritisation Retreat (SPR) and subsequent analyses and validation by the Technical Working Groups (TWGs), bringing together the GRN, UN, CSOs and academia. The UNPAF outlines **twelve outcomes**, clustered around **four pillars**, which are anchored in seven (out of the ten) Desired Outcomes (DOs) of the NDP 4. The development of the UNPAF Results was informed by five programming principles, namely the human rights based approach, gender equality, environmental sustainability, results-based management and capacity development.

The twelve outcomes to be achieved by 2018 are:

Outcome 1: policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented.

Outcome 2: the Government and partners are promoting and protecting human rights effectively.

Outcome 3: functional monitoring and evaluation and statistical analysis systems are in place to monitor and report on progress.

Outcome 4: Namibia complies with most of her international treaties' accession/ ratification, monitoring and reporting obligations.

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

Outcome 6: Namibia has accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address social, economic and environmental determinants of health, and improve health outcomes.

Outcome 7: Namibia has a strengthened health system that delivers quality, accessible, affordable, integrated and equitable health care.

Outcome 8: Namibia is implementing effectively and in a coordinated manner, policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability.

Outcome 9: National Gender Plan of Action and Gender-Based Violence Plan of Action are being implemented effectively.

Outcome 10: the national social protection system is strengthened and expanded to poor and vulnerable households and individuals.

Outcome 11: Namibia has reviewed, and is implementing, policies and strategies which ensure that severely poor and vulnerable households have access to and are utilising productive resources and services for food and nutrition security and sustainable income generation.

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

For each the four pillars, the UNPAF presents highlights of the achievements to date, analyses of the challenges facing the sector and what the UN will do to support national efforts and initiatives aimed at addressing these challenges (see Section 3). For each of the twelve outcomes, the UNPAF outlines: the indicators, with associated baselines and targets, as well as higher (national) level indicators; the means of verification; the risks and assumptions; and the role of partners (see Annex 1).

Resources Framework

In order to achieve the expected outcomes, the UN system will provide sound technical support and cutting-edge policy advisory services, as well as limited financial resources to supplement those available by the GRN and other stakeholders. The UNPAF Resources Framework is developed with the realisation that the role of the UN in Namibia has evolved from one of providing development assistance to one of partnership. The UN will provide an estimated US\$ 80 million and will develop and implement a resource mobilisation strategy to ensure that the UNPAF outcomes are achieved. It is hoped that other partners, especially the GRN, will be forthcoming in providing financial and other resources to support activities aimed at achieving the UNPAF outcomes.

Implementation Arrangements

The implementation of the UNPAF will largely proceed within the institutional arrangements and mechanisms for NDP 4. From the UN side, there will be four Technical Working Groups, led by the convenors of the four UNPAF pillars. The TWGs will, within the framework of Joint Programming, be responsible for coordinating the UN system's participation in the NDP 4 implementation structures. They will also be responsible for regular documentation of results and progress towards implementation of the UNPAF. The pillar

convenors will report back on progress on UNPAF (and NDP 4) implementation to the UN family through the UNCT, which will be responsible for overall policy guidance and provision of strategic direction to the implementation process. The four TWGs will be supplemented and fed into by existing institutional mechanisms, including the Joint UN Team on AIDS (JUTA) and the UN Gender Theme Group, which may make the transition into Joint Programmes during the UNPAF implementation period.

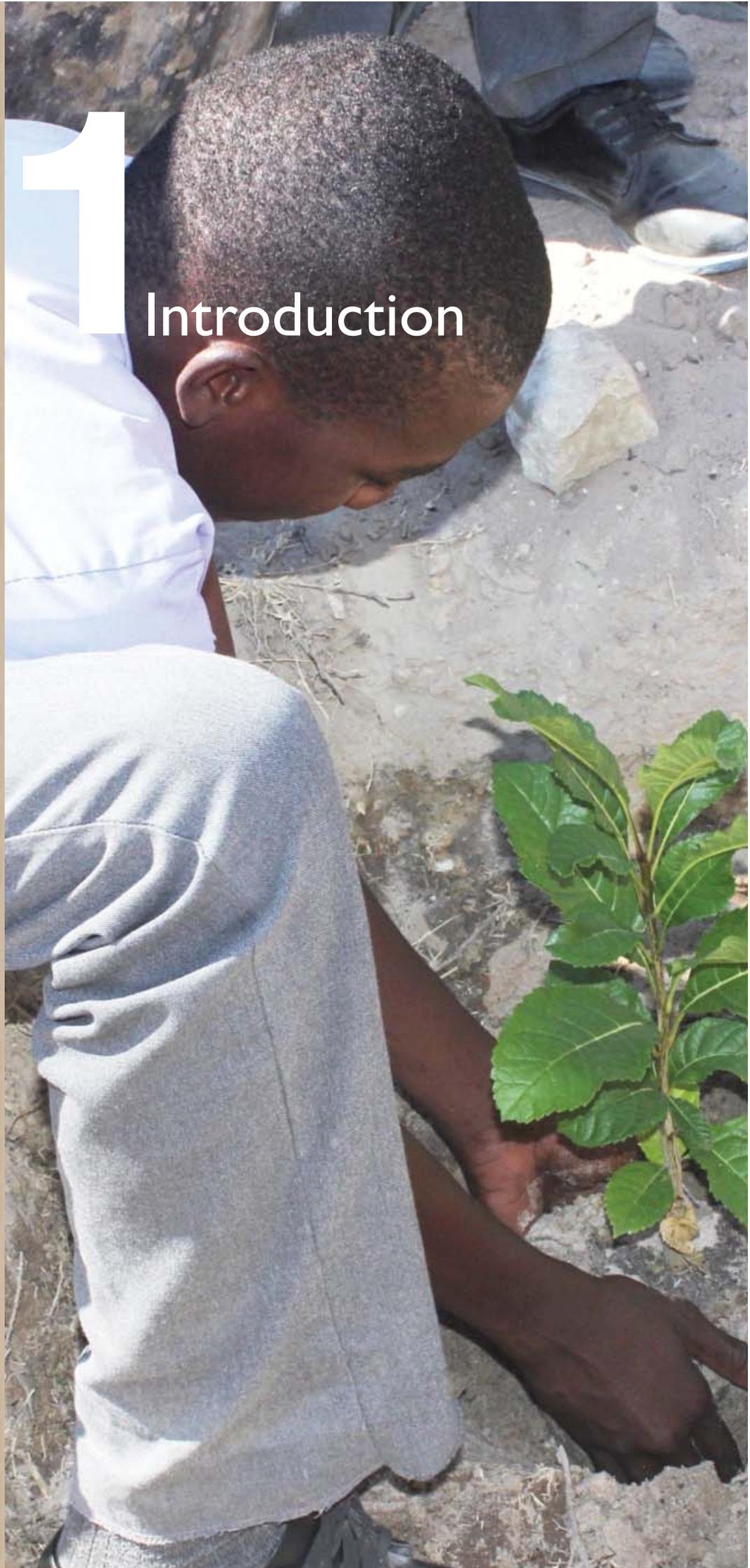
Monitoring and Evaluation

The UN, through the TWGs, will also participate actively in institutional arrangements for monitoring and evaluation and reporting established by the GRN for the NDP 4. The GRN-UN Technical Committee will be responsible for technical support to, and continuous oversight of, the implementation process as well as regular monitoring and reviews of the UNPAF. Any challenges noted in the implementation of the UNPAF will be discussed at the Forum of Permanent Secretaries, convened by the Secretary to Cabinet at least semi-annually. The UN will prepare an UNPAF Annual Progress Report to be tabled at the Government Partnership Forum, convened by the Director General of the National Planning Commission (NPC), which brings together the GRN, UN, other development partners and CSOs and the Annual Sectoral Review Mechanism for NDP 4.

1

Introduction

The United Nations Partnership Framework (UNPAF) 2014-2018 is the third strategic programme framework prepared by the Government of the Republic of Namibia (GRN) and the United Nations (UN) system. It describes the collective response of the UN system to priority national development challenges and articulates its comprehensive support to meeting those challenges.



Summary of the UNPAF Preparation Process

The preparation of the UNPAF 2014-2018 was guided by: the 'UNDAF Preparation Guidelines' (available at www.undg.org), as well as the outcome of the 2009 evaluation of the UNDAF 2006-2010; the Country Situational Analysis conducted during the first half of 2011; the review of the NDP 3 conducted in 2011, which informed the priority development challenges outlined in the current NDP 4; and the outcome of the 2012 QCPR. In developing the UNPAF, the overriding considerations were the need to: anchor the document in a national development vision and development strategies; ensure Government's full ownership and active leadership of the process; ensure wide stakeholder participation; respond appropriately to the needs of an upper MIC; ensure that the document serves as an effective strategic framework for the UN system to provide a collective, coordinated and integrated response to national plans and strategies; and enhance the spirit of, and operationalise, Delivering as One.

The 2009 evaluation of the UNDAF 2006-2010 identified implementation challenges and made a number of recommendations, including aligning the UN planning cycles with the NDP cycles, linking the UN planning document to the Vision 2030 and articulating a clear vision and mission for the UN in Namibia. The 2011 Country Situational Analysis and the NDP 3 review noted that, while Namibia has achieved high economic growth and political and social stability, social development – measured by poverty levels, rate of employment, and distribution of and access to, resources – has not kept pace with this high economic growth.

Following the conclusions of the Country Situational Analysis, a stakeholder validation workshop was held in September 2011, at which the findings of the analysis were validated and the comparative advantages of the UN system in Namibia identified. The stakeholders also recommended that the UN: strengthen its role as facilitator of coordination forums and platforms; take on a more proactive advocacy role; provide strategic technical expertise towards the achievement of Vision 2030; and capitalise on its strength by working cross-sectorally in support of Government initiatives.

Subsequent to the validation workshop a 'road map' outlining timelines and the landmark events and processes, including related trainings, in the development of the UNPAF 2014-2018 was developed with the concurrence of the Government, QSAG and UNDOCO who, together with the UN Staff College and UNOHCHR, supported and facilitated Human Rights Based Approach and Results-Based Management training workshops in mid-2012 as an integral part of the UNPAF preparation process. Concurrently, a Joint GRN-UN Technical Committee, chaired by the Government, was established to discuss the elements of a new Government-UN partnership and spearhead the development of the UNPAF. The Committee, working under the leadership of Government and the UNCT, provided strategic leadership to the UNPAF development process and, importantly, ensured that the UNPAF outcomes are in line with the objectives of the NDP 4.

In October 2012, a Strategic Prioritisation Retreat was attended by representatives of Government, the UN and CSOs. Using the 2011 Country Situational Analysis and the NDP 4 as building blocks, the retreat further validated comparative advantages of the UN identified in 2011 and established, in a consultative manner, the set of priority national development challenges to be addressed by the UNPAF. The retreat identified four pillars for UN engagement in support of the national development initiatives outlined in the NDP 4. These are: Institutional Environment; Education and Skills; Health; and Poverty Reduction. They are fully aligned with the three overarching goals of the NDP 4. Subsequently, four Thematic Technical Working Groups were constituted, mirroring the four pillars, with membership drawn from Government, the UN, CSOs and the private sector. The Working Groups were mandated to: refine the UNPAF outcomes; deepen the analysis of challenges and proposed Government response to them; and evolve the UN's response to the challenges in support of planned Government initiatives. The outcome of the work of the groups was submitted to Government, CSOs, QSAG and the UNCT for final review and endorsement in various forums and through a variety of channels during the first half of 2013.

rule, initially under Germany from 1884, and then South Africa from 1915 through to Independence. The apartheid system enforced under South African rule led to far reaching discrimination, and segregation and the relocation of many indigenous Namibians. Namibia has a multi-party system of government with a constitution based largely on Roman Dutch law, and a bicameral legislature consisting of the National Assembly and the National Council. The country holds elections every five years, with the next elections due in 2014.

1.2.2 The economy

Namibia has a small, open economy which is largely dependent on the extraction, and limited processing, of minerals for the export market. Namibia produces gem-quality diamonds and is the fourth largest producer of uranium in the world. It also produces zinc, gold, copper and other non-fuel minerals. Although the extractive industry, which is highly capital intensive, accounts for a third of export revenue, it provides direct employment to only an estimated 1.8 percent of the labour force¹. Mining and quarrying currently (2012) account for 11.5 percent of the gross domestic product (GDP), representing a rise from the 2011 figure of 8.2 percent, but significantly lower than the 2008 (pre-global economic crisis) figure of 16.1 percent². This highlights the sensitivity of the primary sector to external shocks. Overall in 2012, primary industries accounted for 18.5 percent of GDP, secondary industries for 17.6 percent with tertiary industries accounting for 57.0 percent of GDP. Namibia exports mostly diamonds (25 percent of total exports), uranium, lead, zinc, tin, silver, tungsten, food and animals on hoof, and manufactured products predominantly to South Africa (27 percent of total exports), the United Kingdom (17 percent of total exports), the USA, Angola, the Netherlands and Spain. It imports food products, petroleum products and fuel,

machinery and equipment and chemicals, mainly from South Africa (66 percent of total imports), followed by the Netherlands, the United Kingdom and China.

1.3 Summary of the Development Challenges

The national long-term development goal outlined in the Vision 2030 document is “*a prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability.*”³ Vision 2030 is founded on six pillars: 1) education; 2) science and technology; 3) health and development; 4) sustainable agriculture; 5) peace and social justice; and 6) gender equality. The vision aims to transform Namibia into a healthy and food-secure nation in which all diseases are under secure control, and people enjoy a good quality of life with access to quality social services. The vision also seeks to create a diversified, open market economy, with a resource-based industrial sector and commercial agriculture, and the promotion of competitiveness in the export sector. Ultimately, the Government, through the Vision 2030, aims to reduce the inequalities in income, access to and control over productive resources, and access to basic social services that currently exist. The Vision is operationalised through successive five-year National Development Plans (NDPs).

Since the immediate post-Independence period, the GRN has developed and implemented three NDPs and has initiated a number of policy and institutional reforms aimed at addressing the country’s development challenges. Over this period, however, performance with regard to key development indicators has been less than satisfactory.⁴

The major development challenges facing the country were outlined in: the NDP 3, launched in May 2008 and covering the fiscal years 2007/08 to 2011/12; a Country Situational Analysis carried

¹ NSA (2013a) Namibia Labour Force Survey 2012 Report, Available at http://www.nsa.org.na/files/downloads/12c_The%20Namibia%20Labour%20Force%20Survey%202012%20Report.pdf [Accessed 22 April 2013].

² NSA (2013b) Preliminary National Accounts 2012, Available at <http://www.nsa.org.na/dataset/> [Accessed 30 April 2013].

³ GRN (2004) Namibia Vision 2030: Policy Framework for Long-Term National Development: Main Document, Available at www.npc.gov.na/vision/vision_2030bgd.htm.

⁴ Presentation by NPC on NDPs and 21 Years of Development: Permanent Secretaries Workshop, December 2011.

out in 2011 as a first step in the development of the UNPAF; and, more recently, the fourth National Development Plan (NDP 4). They can be clustered around the seven themes discussed in the subsections that follow.

1.3.1 Poverty and human development

Following strong economic growth averaging five percent over the 2002-12 period⁵ and an estimated GDP per capita of US\$6 745 (constant

2000 exchange rate) in 2012,⁶ Namibia was upgraded (in July 2009) to an ‘upper middle income country’ status. However, social development has not kept pace with this economic growth. In particular, economic growth has not translated into employment creation, reduced rates of poverty or equitable distribution of income and productive resources, such as land and capital. Namibia has made some progress in poverty reduction at the national level, with the

Table 1: Key Development Indicators and Statistics

Demography		
Total population (Census, 2011)	2 113 077	
Rural population (Census, 2011)	57 %	
Urban population (Census, 2011)	43 %	
Male population (Census, 2011)	48.36%	
Female population (Census, 2011)	51.64%	
Official language	English	
Socioeconomic Indicators		
Human Development Index (HDI) (HDR, 2013)	HDI	Rank
	0.608	128 out of 186 countries
Life expectancy (HDR, 2013)	62.6 years	
GDP per capita (current US\$) (World Bank, 2011)	5 293	
Gini Coefficient (NHIES, 2009/10)	0.5971	
Proportion of population below the poverty line (NSA, 2011)	29%	
Proportion of seats in National Assembly held by Women (2012)	25% (20 out of 78 seats)	
Female-headed households (Census, 2011)	44%	
Unemployment Rate – broad definition (NLFS, 2012)	27.4% (male 22.9%, female 31.8%)	
Unemployment Rate – strict definition (NLFS, 2012)	16.7% (male 14.7%, female 18.9%)	
Labour force participation rate (NLFS, 2012)	66.0% (male 69.1%, female 63.2%)	
Adult literacy rate (age 15-49) (NHIES, 2009/10)	88.51%	
Ratio of girls-boys (in primary school) (EMIS, 2011)	104.4%	
Infant mortality rate (DHS, 2006/07)	45.61 deaths/1,000 live births	
Maternal mortality rate (DHS, 2006/07)	449 deaths/100,000 live births	
Adult HIV prevalence (age 15-49) (NASA, 2008/09)	13.4%	
Population with access to safe water (for drinking and cooking) (Census, 2011)	80% (urban 97.7%, rural 62.8%)	
Population with no toilet facility (Census, 2011)	48.6% (urban 22.4%, rural 74.0%)	

⁵ NSA (2013b) Op Cit.

⁶ IMF (2013) Namibia 2012: Article IV Consultation – Country Report No 13/43, Available at <http://www.imf.org/external/pubs/ft/scr/2013/cr1343.pdf> [Accessed 16 May 2013].



representing a drop from the 2011 figure of 0.625, and ranking of 120 out of 187 countries.¹¹

1.3.2 Access to land and food security

At Independence, the country inherited a dualistic and skewed land tenure system in which 52 percent of the 69.6 million hectares of agricultural land available in the country (36.2 million hectares),¹² commonly referred to as ‘commercial land’, was owned by a small number of predominantly white farming households, with the remaining 48 percent (33.4 million hectares), commonly referred to as ‘communal land’, supporting 70 percent of the population.¹³ Past attempts by the government to redistribute land through the willing buyer-willing seller process have been too slow and largely failed to deliver land to those in need.¹⁴ This led to the 2004 decision by Government to adopt the expropriation method to speed up land acquisition. However, while land ownership remains skewed in favour of a small minority, there is also reported under-utilisation of agricultural land, especially in communal farming areas in the northern and north-eastern parts of the country. By 2002, it was estimated that some four million hectares of land in these areas was under-utilised and that there was huge potential to improve productivity. Many communal farmers in the northern and north-eastern parts lack both title deeds and basic farm management skills, such as financial management and book-keeping. Thus they often find access to credit difficult.

A number of factors limit access by households to adequate food of the right nutritional value and resulted, in 2006, in an estimated 29 percent of children under five years being stunted and 9.9

proportion of poor individuals decreasing from 38 percent in 2003/04 to 29 percent in 2009/10,⁷ but progress has been uneven across the thirteen regions of the country. Indeed, two regions, Caprivi and Khomas, registered an increase in the incidence of poverty from 36.5 percent to 50.2 percent and 8.1 percent to 10.7 percent, respectively over the same period.⁸ Poverty in Namibia has distinct spatial and gender dimensions with female-headed households, which account for 44 percent of all Namibian households, being poorer on average than male-headed households. The per capita income in female-headed households is 40 percent lower than in male-headed households and 32 percent of female-headed households are classified as poor, with the comparable figure for male-headed households being 26 percent.⁹ Almost one in two (48.7 percent) of the people in rural areas are classified as being poor while for urban areas this figure is less than one in five (17 percent).¹⁰ Consequently, the country was ranked 128 out of 186 countries surveyed for the 2012 Human Development Report (HDR) with a Human Development Index (HDI) rating of 0.608,

⁷ NSA (2012a) Poverty Dynamics Report in Namibia, Available at http://www.nsa.org.na/files/downloads/b51_Poverty%20Dynamics%20Report%20in%20Namibia.pdf [Accessed 16 April 2013].

⁸ Ibid.

⁹ NSA (2012b) Namibia Household Income and Expenditure Survey (NHIES) 2009/2010, Available at <http://www.nsa.org.na/files/downloads/NHIES%20Main%20Report.pdf> [Accessed 18 April 2013]

¹⁰ Ibid.

¹¹ UNDP (2013) Human Development Report 2013: The Rise of the South: Human Progress in a Diverse World, Available at <http://hdr.undp.org> [Accessed 18 April 2013].

¹² Noting that although an estimated 69.4 million hectares of the total 82.43 million hectares of land in Namibia may be classified as being agricultural land, the land is of varying carrying capacity, i.e. varying potential to support animals through grazing and browsing or fodder crops over an extended period without degradation of the ecosystem.

¹³ GRN (2008a) Namibia’s Third National Development Plan (NDP 3) Volume II, Available at www.npc.gov.na/npc/ndp3info.html [Accessed 16 March 2013]

¹⁴ A recent study (GRN, 2013), ‘Land Taxation as an Instrument of Land Reform: Learning from the Experience of Namibia’, reported that as of March 2011 the Ministry of Lands and Resettlement had acquired 2.1 million hectares of commercial agricultural land for redistribution through the National Resettlement Programme.

percent being severely stunted. These factors encompass: limited access to agricultural land in general and arable land in particular, especially by women-headed households; low agricultural production and productivity due to reliance on rain-fed agricultural production and unfavourable climatic and edaphic factors; and importantly, the relatively high poverty levels. Poverty is an important cause of, food insecurity, which afflicted an estimated one third of the population in 2003 as many poor households, mostly subsistence farmers, rural landless, shack dwellers in urban areas and communities dependent on livestock rearing, fishing and forest resources, could not afford to purchase available food.

1.3.3 Structural inequality and social justice

Due to the legacy of colonial and apartheid rule, among other factors, Namibia has one of the most unequal distributions of income and wealth in the world. This structural inequality has been sustained by policy and programme implementation constraints over the last two decades and continues to manifest itself in huge disparities in incomes and access to critical social services – education and health – as well as opportunities and productive assets, especially skills and capital. While some improvements have been made in access to basic social services, critical health, nutrition and education outcomes are low in comparison to countries with similar income levels.

Despite many initiatives undertaken by the government since the immediate post-Independence period, the Gini Coefficient has declined only marginally from 0.6455 in 1993/93 to 0.6003 in 2003/04 and more recently to the current (2009/10) level of 0.5971.¹⁵ When the 2012 HDI of 0.608 is adjusted for inequality, there

is a 43.5 percent loss in value with the resultant Inequality-adjusted HDI (IHDI) being 0.344.¹⁶ Inequality in income and access to productive resources and basic services, between individuals, population groups and regions of the country is a critical development challenge for Namibia. In order to address it, the NDP 3 called for: an increase in access to productive assets such as land and capital; land reform and increasing incomes of settled farmers; increased employment opportunities; equitable public service delivery; and implementation of progressive taxation (which benefits low income groups), including a land tax.

The currently estimated 27.4 percent,¹⁷ unemployment rate, although representing a near 50 percent reduction from the 51.2 percent reported in the 2008 Namibia Labour Force Survey (NLFS),¹⁸ is still relatively high.¹⁹ The rate of unemployment is highest in urban areas, at 28.3 percent compared to 26.2 percent in rural areas, and among females at 31.8 percent, compared to 22.9 percent for males. Young people are especially likely to be unemployed, with 48.5 percent of people aged 20 to 24 years old and 33.6 percent of people aged 25 to 29 years old being out of work. Relatively high levels of youth unemployment are indicative of the difficulties young people experience in making the transition from school to the labour market and present a unique development challenge with the potential to reverse many of the gains that the country has made to date.

High levels of violence, including gender-based violence, within families, schools and communities, undermine social cohesion and harmony. Women and children face infringements such as rape and sexual violence which have become a national concern. A recent report by the Ministry of Gender Equality and Child Welfare

¹⁵ NSA (2012a) Op Cit

¹⁶ UNDP (2013) Op Cit

¹⁷ NSA (2013a) Op Cit

¹⁸ GRN (2010a) Namibia Labour Force Survey 2008, Available at <http://www.az.com.na/fileadmin/pdf/2011/az/Arbeitsmarkt-Bericht-05-10-11.pdf> [Accessed 20 May 2013]

¹⁹ It is instructive to note that the 2012 NLFS represents a marked departure from the 2008 NLFS in terms of survey methodology, questionnaire and pilot testing of additional questions to track economic activities in vulnerable sectors (subsistence agriculture and domestic work) and survey data capture and processing systems.

indicated that over 40.5 percent of females aged 18 to 49 years in eight regions of Namibia have been subjected to physical violence from a male partner, compared to 27.6 percent of males.²⁰

1.3.4 Governance systems

Namibia has a stable and vibrant democratic political system with regular free and transparent elections that have been judged to meet international standards. There is a robust constitution with a Bill of Rights and many institutions have been established for the promotion of human rights, transparency and accountability. Namibia is currently (2013) ranked number one in Africa and 19 in the world in terms of freedom of the press.²¹ The country is ranked among the five least corrupt countries in Africa, with a Corruption Perception Index (CPI) rank of 58/176 (2012). However, a recent upsurge in reported incidences of corruption is a concern. Most of the transparency, anti-corruption and human rights institutions have low capacity and inadequate funding. Equally, monitoring mechanisms are generally weak because of the limited capacity of the Anti-Corruption Commission and of the Office of the Ombudsman, as well that of CSOs. Access to justice has been hampered by the low number of judicial officers, leading to long pre-trial detention and huge case backlogs. Neither is the justice system adequately responsive to special groups, such as children, who ought to be handled in accordance with the provisions of the Convention on the Rights of the Child (CRC) and in line with current guidelines and international best practice.

Mechanisms for monitoring of laws, policies and programmes aimed at promoting women's empowerment and gender equality are either weak or non-existent,²² while the representation of women in key decision-making bodies and organs of government is generally low, with



women occupying only 25 percent of the seats in the National Assembly. It is encouraging that the ruling SWAPO party has recently taken a decision to implement the 50-50 gender representation ratio at all levels within its structures, in line with the Southern African Development Community (SADC) Protocol on Gender and Development,²³ a commitment that one would hope will be extended to all arms and levels of government. Nevertheless, strong patriarchal attitudes and stereotypes persist regarding the roles and responsibilities of women and men in the family and society.

The decentralisation process is guided by the Regional Council and Local Authorities Acts of 1992, the Decentralisation Policy of 1997 and the Decentralisation Enabling Act of 2000. It aims to: ensure economic and socio-cultural development; provide people at the grassroots with the opportunity to participate in their own development processes; and enhance democracy

²⁰ MGEWCW (2009) Knowledge, Attitudes and Practices Study on Factors and Traditional Practices that may Perpetuate or Protect Namibians from Gender Based Violence and Discrimination.

²¹ See World Press Freedom Index, Available at <http://en.rsf.org/press-freedom-index-2013,1054.html>.

²² CEDAW Review Committee considering the combined second and third periodic report of Namibia (CEDAW/C/NAM/2-3) at its 759th and 760th meetings on 17 January 2007.

²³ See <http://www.sadc.int/documents-publications/show/803>



at grassroots level. However, the process has been slow and recently there have been reversals in some of the gains made with respect to promoting democracy and accountability as a key objective of the decentralisation process. The decentralised levels of government currently face a plethora of challenges, including lack of participation in the development process by local populations, inadequate human resource capacity, lack of finances, poor infrastructure, and limited powers and autonomy to carry out their functions.

1.3.5 Health

Health is one of the priority areas for the government and this has translated into consistently high allocations of government expenditure to health. However, the country is yet to achieve the Abuja target of at least 15 percent of government budget allocated to health. Furthermore, the resource allocation has been skewed towards a few priority areas, leaving critical areas such as maternal and child health in dire need of financial and human resources. In fact, Namibia has deeply rooted inequities in access to health services and particularly stark inequalities exist between the rich and the poor. For instance, 98 percent of births of the wealthiest quintile of the population are attended by skilled health personnel, compared to 60 percent among the poorest quintile. Additionally, the cost of transport to reach clinics and hospitals is a major

barrier to ensuring adequate access to health services for people living below the poverty line.

While under-nutrition levels are alarming – it is estimated that nearly 30 percent of children under the age of five years are stunted (NDHS 2006/7). Over-nutrition, a risk factor for non-communicable diseases, is on the increase. Among women of reproductive age, 16 percent are estimated to be chronically malnourished, while 28 percent are either overweight or obese. Excessive alcohol consumption, smoking, unsafe sex, poor diet and physical inactivity are known risk factors of non-communicable diseases which are entrenched and on the increase among the Namibian population.

Rising levels of gender-based violence pose a serious threat to the health and wellbeing of women and girls. As reported in section 1.3.3, a recent study by the MGECW found that 40.5 percent of women had experienced physical violence, as opposed to 27.6 percent of men. An imbalance in power relations between women and men reduces women's ability to make independent and informed decisions regarding their reproductive health and sexual relations, thereby increasing their vulnerability to sexually transmitted infections, including HIV. Gender-based violence has led to increasing numbers of killings of women and adolescents and is responsible for stress, psychosocial trauma and mental illness.



Namibia is a country in demographic transition. The Total Fertility Rate (TFR) has been decreasing since 2000. From 4.2 births per woman in 2000, the TFR reduced to 3.6 births per woman in 2006/07 (NDHS), one of the lowest in Southern Africa. Population growth rates declined to 2.6 percent per annum between 1991 and 2001 and further to 1.4 percent between 2001 and 2011. The decline in total fertility rate has been significant in both rural and urban areas, as well as across regions and educational levels. This is related to the doubling of the contraceptive prevalence for all women (from 23.3 percent in 1992 to 46.6 percent in 2006/07), the sharp decline in unmet needs for family planning among all women (from 13 percent in 2000 to 3 percent in 2006/07) and the increase in the total demand for family planning, from 75 percent to 94 percent over the same period. At the same time, life expectancy is steadily improving. After a sharp decline from 60 years in the early 1990s to 49 years by 2008, largely due to HIV mortality, life expectancy was estimated at 62.6 years in 2012. There is significant migration from rural to urban areas; the share of population living in urban areas rose from 33 percent to 43 percent between 2001 and 2011 (Census, 2011) and the urban growth rate is greatest in the informal and low income areas (Atlas of Namibia's Population, 2010).

1.3.6 Environmental management and climate change

Serious challenges to the country's natural resource base arise from: harsh climatic conditions; dynamic environmental phenomena, including variable rainfall patterns; shifts in ocean currents; cyclical droughts and floods; and land degradation (manifested through bush encroachment, deforestation and loss of soil fertility). These coexist with an ever-growing need to restore the natural resource base after years of over-exploitation. The problems are exacerbated by the lack of mainstreaming of environmental concerns in medium-term to long-term planning, increasing population pressure on finite land-based resources, an inadequate property rights regime and the lack of an enabling policy. There is also growing concern about increasing waste and pollution levels, especially marine and land-based pollution, which can have serious negative impacts on environmental sustainability and human health.

The Initial National Communication (INC) of 2002²⁴ noted that many natural resources based economic sectors on which the country is heavily dependent, such as agriculture, fisheries and mining, are highly vulnerable to the impacts of climate change. These three sectors accounted for an estimated 18.7 percent of total GDP in

²⁴ INC (2002) <http://www.met.gov.na> and http://unfccc.int/essential_background/library/items/3599.php?rec=j&preref=3455#beg.

2012, down from 21 percent in 2009.²⁵ The same high level of vulnerability was re-confirmed in the Second National Communication (SNC) of 2011,²⁶ which prioritised climate change action in order to address resilience and strengthen adaptive capacities.

Namibia is a water deficient country and there is ever-increasing pressure on the scarce water resources as a result of growing population, industrial development and climate change and variability. The cumulative effects of these factors are manifest in a reduction in ecosystem goods and services available for exploitation. Furthermore, recurrent droughts and floods, especially in the rain-fed crop growing northern and north-eastern parts of the country, have become defining features of the country's climate. It is expected that Namibia's hot and dry climatic conditions, with variable and unpredictable rainfall patterns, will become worse as a result of climate change, with a predicted increase in temperatures of between 1°C and 3.5°C in summer and 1°C to 4°C in winter over the period 2046 to 2065. More frequent and severe floods and droughts are also anticipated.

1.3.7 Institutional capacity and skills

Shortage of skilled personnel is one of the greatest constraints to the growth, employment creation and competitiveness of the Namibian economy. The country's international competitiveness has been affected by its inability to meet the demand for skilled labour, limited capacity to absorb existing technologies at the firm level and low investment in research and development.²⁷ Paradoxically, the shortage of skills persists alongside growing unemployment, especially among the semi-skilled and unskilled workforce. The NDP 3 reported that the key constraint in the labour market is to be found on the supply side, within the education and training system. This system is under threat from the HIV pandemic with young people being affected disproportionately.²⁸ The NDP 3 mid-term review noted that there is a general lack of coordination

among the various offices, ministries and agencies and low human resource capacity in the public sector to implement national development programmes successfully and produce high quality results. This manifests itself, for instance, in the low execution rate of capital projects.

1.4 Linkages between National Challenges and Developments at Inter-Governmental Level

The development challenges outlined above are in line with those identified by United Nations General Assembly Resolution 63/223 of 3 March 2009 on Development Cooperation with Middle Income Countries, which notes that middle income developing countries still face significant challenges in the area of poverty eradication and that efforts to address such challenges ought to be supported. While MICs have been at the forefront of the recovery of the world economy in the aftermath of the recent global financial crisis, an estimated 72 percent of the world's poor live in these countries and the distribution of income tends to be less equal in these countries than in lower income countries. The resolution underlines the importance of international support, noting that national averages, such as per capita income, do not always reflect the particular development needs of MICs. The UN system is called upon to support MICs and to improve coordination and exchange of experiences with other international organisations.

1.5 Lessons Learnt from Past Responses to the Development Challenges

1.5.1 Lessons from the NDP 3 review

A review of the NDP 3 conducted in 2011 showed that, as was the case under the NDP 1 and NDP 2, the economy had registered mixed performance, and progress towards key

²⁵ NSA (2013b) Op Cit.

²⁶ SNC (2011) <http://www.met.gov.na> and http://unfccc.int/essential_background/library/items/3599.php?rec=j&preref=7576#beg.

²⁷ GRN (2008a) Op Cit.

²⁸ There is however a paucity of data on HIV prevalence among school aged children and its effects on educational attainment in Namibia.



development indicators had been less than satisfactory. Thus Namibia was not on-track to meet the Vision 2030 targets. Specifically, the review found that:

- While the target was to achieve a minimum economic growth rate of 5 percent per annum over the NDP 3 period (fiscal periods 2007/08 to 2011/12), the economy only grew at an average of 3.6 percent per annum, mainly due to contraction of the economy in 2009 as a result of the global financial crisis.²⁹
- The rate of unemployment (broad definition) increased from 36.7 percent to 51.2 percent between 2004 and 2008, despite the economy having grown at an average rate of 6.83 percent per annum during the 2004 to 2007 period.³⁰ Consequently, by 2008 an estimated 120 000 people were out of a job, comprising 50 000 people who had lost their jobs and 70 000 new entrants to the labour market over that period who could not find work. The worsening unemployment situation can be attributed to a decline in the performance of primary industry. In particular, the agriculture sector (which employs an estimated 29 percent

of the total labour force) contracted by an average of 6.3 percent per annum, and the livestock sub-sector contracted an average of 13.5 percent per annum over the period 2006 to 2008.

There were also positive developments during the NDP 3 period:

- National aggregate poverty rates declined with the proportion of poor people decreasing from 38 percent in 2003/04 to 29 percent in 2009/10.
- Social transfers increased three-fold.
- The proportion of the rural population with access to safe drinking water increased from 80.4 percent to 88 percent, while the proportion of those with access to basic sanitation increased from 18.9 percent to 24.4 percent.
- The number of people with access to electricity more than doubled.
- The number of health and educational facilities increased significantly.
- Life expectancy increased from 48 years in

²⁹ However, the Namibian economy rebounded strongly from the 2008/09 global economic crisis and grew by 6.0 percent in 2010, 4.9 percent in 2011 and 5.0 percent in 2012. On average, the economy grew by an estimated 5 percent over the 2002 to 2012 period.

³⁰ The 2012 NLFS reports that the rate of unemployment is 27.4 percent which would, *ceteris paribus*, suggest a sharp decline in the rate of unemployment between 2008 and 2012. However, the 2012 NLFS employed a different methodological approach to the 2008 Survey, adopting the best international practices in terms of design, methods, concepts and classifications.

2008 to the current (2012) level of 62.6 years.

- Overall, the HDI grew, albeit at a slow pace of just 2.2 percent, the same as the global average but well below the sub-Saharan African average of 3.2 percent.

In response to the outcome of the NDP 3 mid-term review, which largely mirrored the findings of the Country Situational Analysis, the Cabinet, in 2011, changed focus towards the goals of Vision 2030. Specifically, the Cabinet directed that the successor NDP 4 would focus on the following development goals: high and sustainable growth; employment creation; and reduction in income inequality, as opposed to detailing many programmes and projects, as had been the case under the previous NDPs.

1.5.2 Lessons from the review of UNDAF 2006-2010

The UNDAF 2006-2010, initially extended to 2012 and later to 2013, represents the programmatic tool for the UN's response to the national development objectives outlined in the NDP 3. An evaluation of the UNDAF carried out in 2009 revealed, inter alia, that:

- Although it provided a solid strategic framework for the work of the UN in Namibia and the UN was viewed as a credible, reliable partner with a substantive history spread across a broad spectrum of offices, ministries and agencies, the value added by the UN system (and by extension, the UNDAF) at a collective level was less apparent.
- While the design and focus of the UNDAF was built on a good quality Common Country Analysis (CCA), the results were framed in such

broad terms that the specific attribution to, and contribution of, the UN was not apparent.

- Its usefulness as a coordination framework, especially during the implementation phase was not clear, and it did not appear to have reduced transaction costs for GRN and the UN; nor did it appear to have resulted in more effective joint programming or joint programmes.

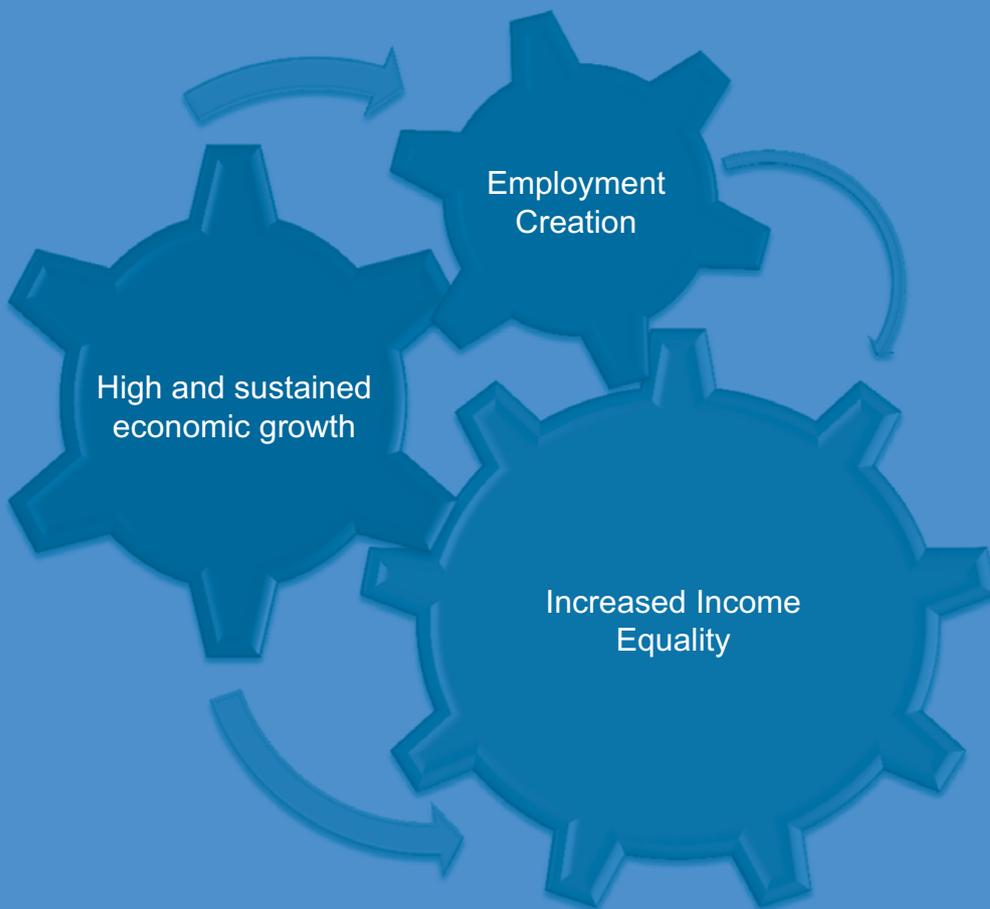
With respect to the development of the next UNDAF, the review recommended:

- That a more explicit link be developed between the next UNDAF (later called UNPAF) and Vision 2030.
- That a clear vision and mission for the UN in Namibia, beyond the individual mandates of agencies, be articulated.
- That the UN focus its support in those areas where it could catalyse action with Government and where it has an unambiguous comparative advantage.
- The strengthening of the annual review process by building stronger links between the UNDAF and Common Programme Action Plan (CPAP) reviews, and engagement with NPC and line ministries to ensure that the Annual Review is viewed as a serious and substantive process.

These findings of the NDP 3 mid-term review and the UNDAF 2006-2010 review, and importantly, the 2011 decision by the Cabinet to change focus towards the goals of Vision 2030 inform and provide the strategic direction for the development of the UNPAF 2014-2018.

2

Responding to the National Development Challenges

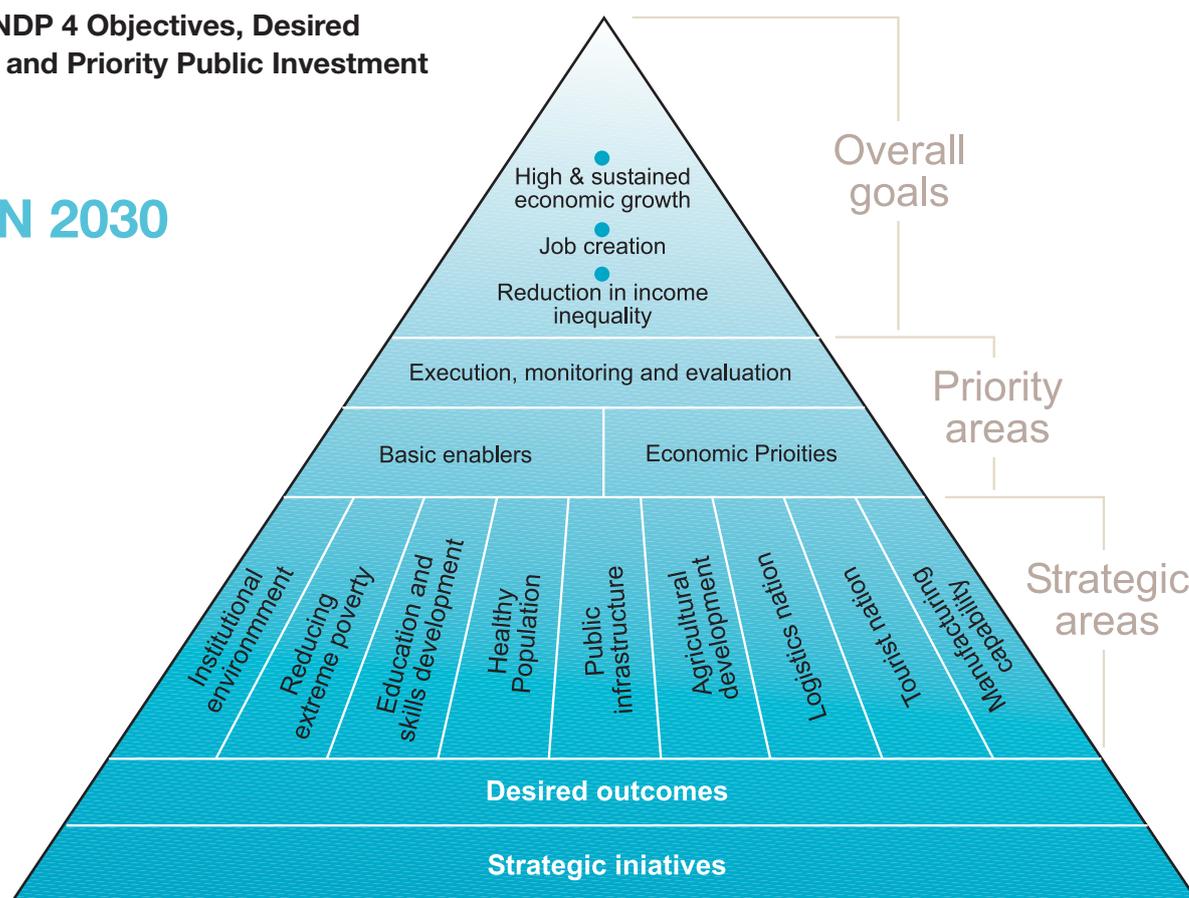


The NDP 4, covering the fiscal periods 2012/13 to 2016/17 and launched on 19 July 2012, has adopted three overarching goals:

- 1) economic growth;
- 2) employment creation; and
- 3) reducing income inequality.

Figure 1: NDP 4 Objectives, Desired Outcomes and Priority Public Investment Sectors

VISION 2030



Source: Namibia Fourth National Development Plan (2012/13-2016/17)

2.1 NDP 4 – Changing Gear towards Vision 2030

The NDP 4, covering the fiscal periods 2012/13 to 2016/17 and launched on 19 July 2012, has adopted three overarching goals: 1) economic growth; 2) employment creation; and 3) reducing income inequality. To realise these goals, the plan identifies the following priority sectors or strategic areas for public investments: a) the improvement of the basic enablers to create a conducive environment, improve education and skills, establish a quality health system, address extreme poverty and upgrade the public infrastructure needed for industries to perform at the required level of output; b) promotion of economic growth, while maintaining macroeconomic stability, with a strong focus on tourism and manufacturing as envisioned in Vision 2030, as well as a continued focus on agriculture and rural development; and c) formulation and institutionalisation of

implementation systems and strategies with an emphasis on a formalised structure of monitoring, evaluation, reporting and promotion of accountability for results at all levels.

There exists a hierarchical relationship between these three overarching goals and the priority investment sectors and strategies outlined in the NDP 4. This relationship, which is shown in Figure 1 (above), was useful in evolving the UNPAF Pillars and Outcomes as it clearly demonstrates that, although the UN would be providing support at various levels, all the interventions are related and lead to the attainment of the three overarching NDP 4 goals.

2.2 A New Strategic Compact

At the inter-governmental level, the preparation of the UNPAF has been informed by the 2005 Paris Declaration on Aid Effectiveness,³¹ which lays down a road map towards, and outlines the

³¹ For details, see <http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm>

Principles of the New GRN- UN Strategic Partnership Compact

- Reinforced government ownership and leadership of national development processes
- Full use, and where necessary strengthening, of existing government systems and structures for programme/project design, implementation, monitoring and evaluation and reporting at national, sectoral and regional levels
- In furtherance of national development goals and objectives, and at the request of the GRN at national, sectoral or regional levels, use of the UN system to implement government-funded sector programmes and projects
- Full alignment, programmatically, of UN country programme(s) with the NDP 4 at the outcome level
- Leveraging the limited available resources – financial, human and institutional – through increased coherence, efficiency and effectiveness of programmes and projects
- Progressive and sequenced move towards a nationally contextualised DaO

To achieve the vision, it adopted a **Mission Statement:**

The UN, Delivering as One in Namibia, uses its expertise to champion and support interventions aimed at addressing economic and social inequalities thus contributing to prosperity, dignity, peace and full realisation of human rights.

The UN Country Team also resolved to deepen the ongoing Delivering as One (DaO) approach in providing UN system support to Namibia and, to this end, adopted a definition for ‘Delivering as One’ in the context of Namibia, namely:

‘Delivering as One’ is a coordinated and joint approach whereby the UN effectively and efficiently plans and delivers on mutually agreed national human development priorities.

principles necessary for, improving the quality of aid and its impact on development. The Accra Agenda for Action (2008)³² then proposes improvements to the Paris Declaration and calls for the involvement of other players, such as Parliaments and CSOs, in the development process, and promotes south-south cooperation. The outcome of the Quadrennial Comprehensive Policy Review (QCPR),³³ which was reiterated in General Assembly resolution A/C.2/67/L.14 of October 2012, has also been an important consideration in the development of the UNPAF. The QCPR reaffirmed the need for: active participation and leadership of national governments and other stakeholders to achieve full alignment of UN operational activities with national needs, priorities, and planning and programming cycles; and full programme country ownership and leadership of, and responsibility for, their own development. The QCPR, while recognising that “no one size fits all”, calls on the UN system to: work seamlessly across its entities and be better coordinated, structured and organised in order to reduce transaction costs and optimise available resources within the framework of a nationally contextualised DaO mechanism; simplify and improve its programming instruments, processes, reporting requirements and focus on results; and (over the next four years) provide further programmatic (and policy advisory) support for capacity building, focusing on addressing the root causes of poverty and hunger and promotion of pro-poor growth, employment creation, productive capacities, social protection and inclusion and sharing good practices and policies that address inequalities.

In recognition of the imperative for a new strategic direction, the UN Country Team adopted a **Vision** for the UN system in Namibia, namely:

To be the leading partner in Namibia’s pursuit of its national development vision and goals consistent with internationally agreed standards and norms.

³² See <http://accrahlf.net/accra-hlf/> for details.

³³ UN (2012) Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System: Report of the Secretary General, Available at http://www.un.org/esa/coordination/pdf/sg_report_for_2012_qcpr.pdf [Accessed 14 March 2013].

In view of the foregoing and in recognition of the changed national development context and the need to address the structural and systemic challenges facing the country, the GRN and UN system in Namibia, after extensive consultation, agreed upon a **new strategic partnership** to guide the work of the UN in the country. This new partnership shifts the UN system in Namibia from an engagement based on development assistance to the country to one of development partnership, with the consequent shift from an UNDAF to an UNPAF. The shift arises from the realisation that the national development context and needs of Namibia as an upper MIC have changed, necessitating a change in the nature of the UN's engagement in development. This new partnership seeks to build on the proven strengths of the UN to assist Namibia to build the necessary capacity, institutions and skills to ensure that it maximises the returns on its massive social investments in terms of improved human development. Namibia has financial resources³⁴ and world-class talent (although this is thinly spread) to make a difference in terms of development. This notwithstanding, the country still faces many institutional capacity, systemic and other development challenges which require effective partnerships, including with the UN family, to resolve.

2.3 Strategic Prioritisation

Guided by the need to utilise fully the comparative advantages of the UN and ensure full alignment of the UNPAF, programmatically, with the NDP 4, a Strategic Prioritisation Retreat (SPR) was held in October 2012. This brought together the UN, GRN and civil society organisations. Retreat participants agreed that the UNPAF should be guided by five programming principles – the human rights-based approach, gender equality, environmental sustainability, results-based management, and capacity development. It also

Areas of UN programmatic focus:

- Promotion of pro-poor growth and employment creation
- Addressing the root causes of poverty and hunger
- Addressing inequalities in income and access to basic services
- Social protection and inclusion

Through the following strategic initiatives:

- Development of capacities of national institutions
- Fostering multi-disciplinary approaches to development
- Provision of technical expertise and policy analysis and advisory support
- Strengthening knowledge generation and management, and sharing of best practices
- Facilitating south-south cooperation
- Promoting standards, norms and accountability mechanisms

needed to mainstream cross-cutting issues of national relevance – HIV, culture, gender and environmental sustainability. Participants agreed that the UNPAF would be developed in response to just seven of the NDP 4 Development Outcomes. As a result, the UNPAF comprises twelve outcome areas, which are founded on four pillars (see subsections 3.1 to 3.4) and anchored in these seven objectives.

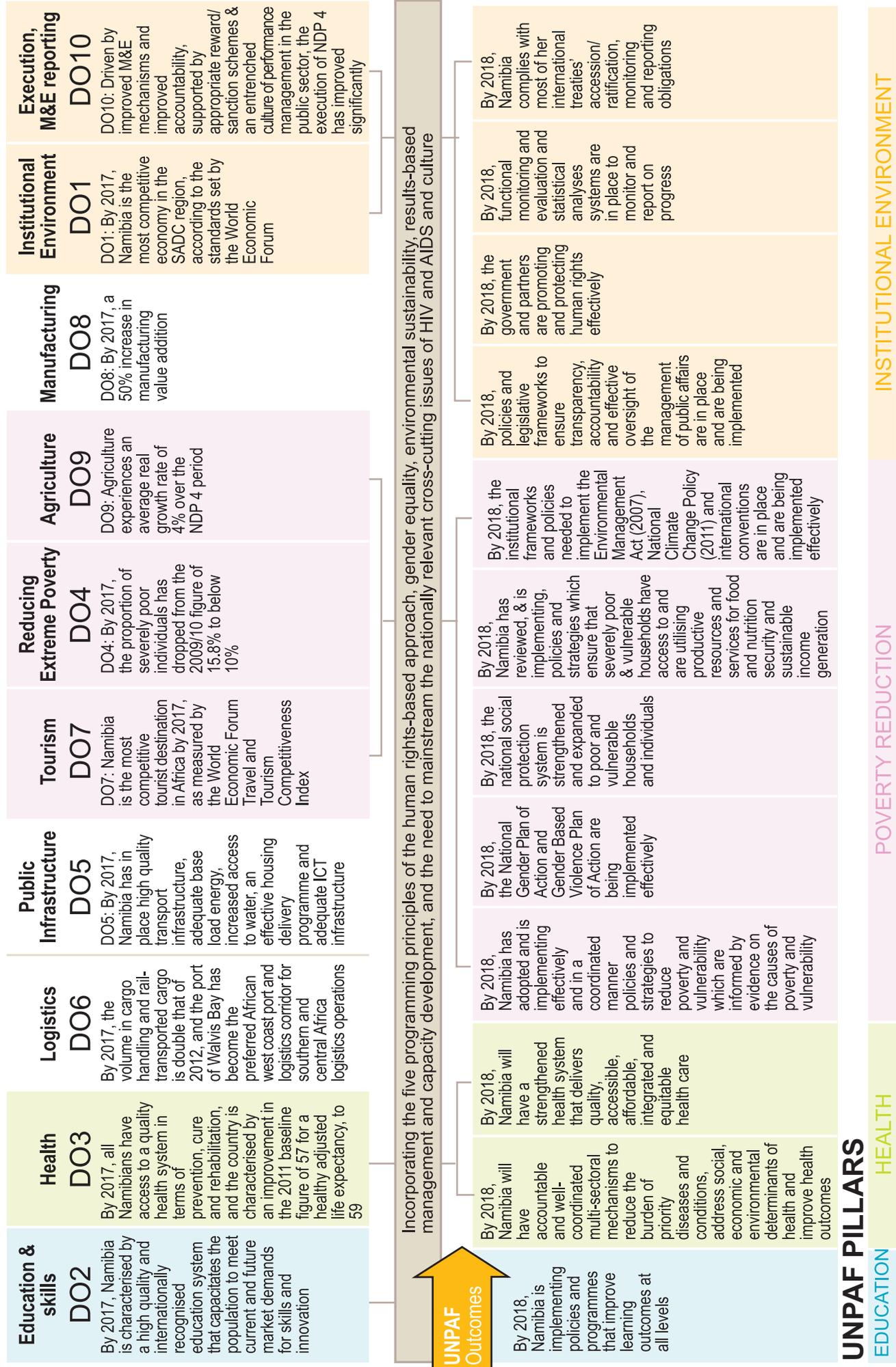
The pillars represent areas of programmatic focus in which the UN system in Namibia has a comparative advantage and has agreed to work together, within the framework of joint programming, and using Harmonised Approach to Cash Transfers, in support of national initiatives. The relationship between the NDP 4 Strategic Areas and Desired Outcomes on the one hand, and the UNPAF Pillars and Outcomes on the other is shown in Figure 2.

UNPAF Pillars

- | | | | |
|---|----------------------------------|---|--------------------------|
|  | Institutional Environment |  | Health |
|  | Education and Skills |  | Poverty Reduction |

³⁴ In nominal terms Official Development Assistance plays an insignificant role in Namibia's development, with net ODA accounting for an estimated 2.4 percent of Gross National Income in 2011. <http://www.oecd.org.-/dac/stats/nam.gif>

Figure 2: NDP 4 Strategic Areas and Outcomes, and Corresponding UNPAF Pillars and Outcomes



3

The UNPAF Pillars

For each of the four pillars, this section presents: an overview of progress made; an outline of the development challenges; past and ongoing national efforts to address these challenges; and what the UN intends to do in support of current and planned national efforts.



3.1 Introduction

For each of the four pillars, this section presents: an overview of progress made; an outline of the development challenges; past and ongoing national efforts to address these challenges; and what the UN intends to do in support of current and planned national efforts.

The detailed UNPAF Results are presented in the matrix contained in Annex 1. This outlines: the indicators for measuring progress, with associated baselines and targets; the means of verification; risks and assumptions; and the role of partners. The detailed UNPAF Action/Implementation Plan, outlining the expected outputs, planned activities and inputs will be developed subsequent to the finalisation and signing of the UNPAF document.

3.2 The Institutional Environment Pillar

3.2.1 Overview of progress to date

Since Independence, Namibia has made significant progress towards institutionalising good governance, democracy and the rule of law. Many institutions have been established and policy and legal frameworks developed to promote and protect the realisation of human rights. Additionally, Namibia has ratified the core international legal instruments related to good governance and the protection of human rights, including the International Covenant on Economic, Social and Cultural Rights; the International Covenant on Civil and Political Rights and Optional Protocols; the International Convention on the Elimination of All Forms of Racial Discrimination; the Convention on the Rights of the Child; the African Charter on the Rights and Welfare of the Child; the African

Charter on the Values and Principles of Public Service and Administration; the Convention on the Elimination of All Forms of Discrimination Against Women; the ILO Convention on the Prohibition and Immediate Elimination of the Worst Forms of Child Labour; the Convention on the Rights of Persons with Disabilities; and the United Nations Convention Against Corruption.

The Government is in the process of establishing institutional mechanisms for effective monitoring and evaluation of development programmes and projects. Such mechanisms would help determine, systematically and objectively, the relevance, efficiency and effectiveness of development activities and their impact on people's lives. In order to ensure the timely availability of reliable and up-to-date data, the Government has recently established the Namibia Statistics Agency, a first necessary step in the process of strengthening the national statistical system. As part of the proposed national monitoring and evaluation framework, the offices, ministries and agencies of the GRN will be required to compile progress reports on their execution twice a year. Such reports, will outline not only the physical and financial execution rates, but also their impact on national development goals. They will also contain an analysis of the factors either contributing to success or impeding progress and how these can be addressed.

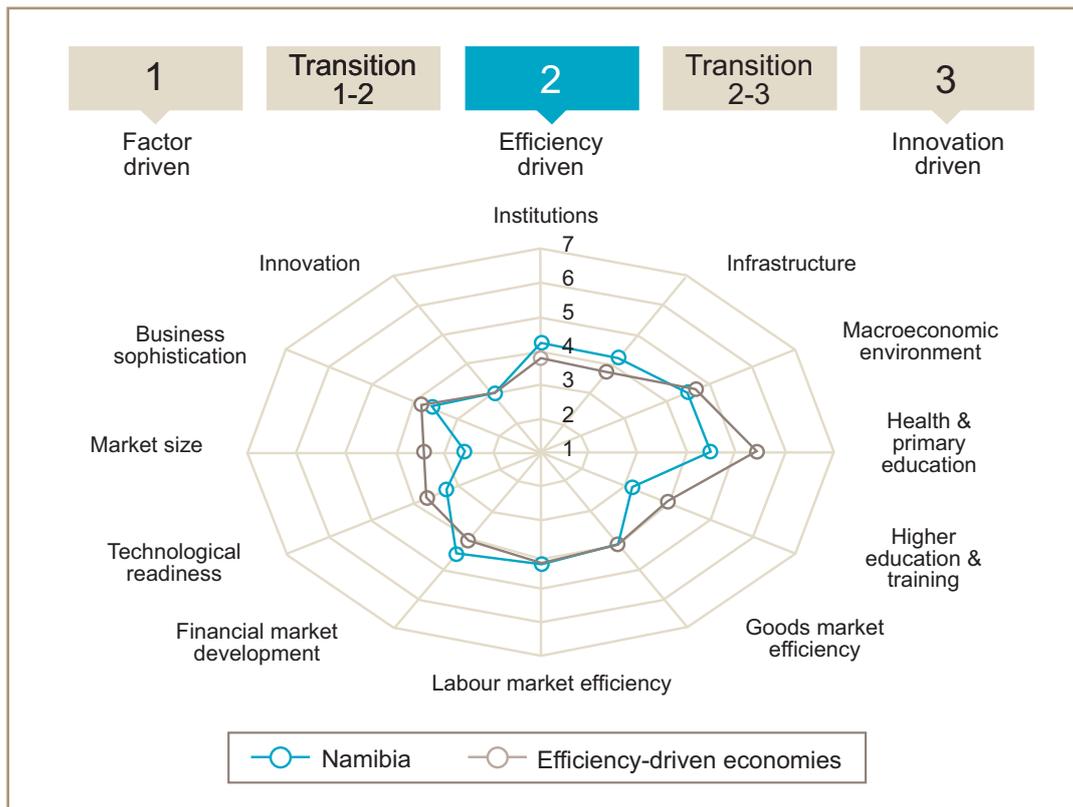
3.2.2 Current challenges

In the recent past, Namibia has experienced a gradual slide on the Global Competitiveness Index (GCI),³⁵ from 74 out of 139 countries in 2010/11 to 83 out of 142 countries in 2011/12 and 92 out of 144 countries in 2012/13.³⁶ The leading constraints to doing business in Namibia, according to the respondents sampled for the 2012/13 report, are an inadequately educated workforce (15.0 percent of respondents), poor

³⁵ The GCI is a composite index which integrates the macroeconomic and the micro/business aspects of competitiveness and measures the set of institutions, policies, and factors that set the current and medium-term levels of economic prosperity.

³⁶ World Economic Forum (2012) The Global Competitiveness Report 2012/13, Available at <http://reports.weforum.org/global-competitiveness-report-2012-2013/#> [Accessed 10 June 2013].

Figure 3: Namibia Relative Score of Components of the Global Competitiveness Index, 2012-13



Source: World Economic Forum, Global Competitiveness Report 2012-13.

access to financing (11.8 percent), corruption (10.7 percent), restrictive labour regulations (10.3 percent), inefficient government bureaucracy (9.7 percent), and a poor work ethic among the national labour force (8.4 percent).

Similar trends have been observed with respect to the ease of doing business ranking,³⁷ in which the country was ranked 87 out of 185 countries in 2013 down from 81 out of 185 countries in 2012.

Although significant progress has been made in promoting human rights, the Universal Periodic Review (UPR) of 2010 revealed that the country still experiences many challenges, including poor enactment of new legislation and failure, due to low capacity, to ratify the international conventions the country has signed. In response, a National Human Rights Action Plan (NHRAP) is being developed which will identify

comprehensive and measurable steps that the country needs to take in order to promote, protect, monitor and report on progress towards the full realisation of human rights. With respect to women's rights, Namibia has attained gender parity at all levels of education, yet women's participation in leadership and decision-making organs remains low. Women's representation in the National Assembly, National Council and Regional Councils is currently 25 percent, 27 percent and 8 percent, respectively.

Although the country is ranked among the five least corrupt countries in Africa with a Corruption Perception Index (CPI) rank of 58/176 (2012), a recent upsurge in reported incidences of corruption is a concern. It is, therefore, important to continually strengthen the oversight and watchdog roles of the legislature and other

³⁷ The Ease of Doing Business Index is somewhat similar to the Global Competitiveness Index but focuses on simpler and fewer variables relating mainly to regulations for businesses and protection of property rights.

Table 2: Namibia – Changes in Doing Business Rank (2012 and 2013)

	Doing Business Rank		Change in Rank
	2013	2012	
Overall Ranking	87	81	-6
Starting a Business	133	130	-3
Dealing with Construction Permits	56	51	-5
Getting Electricity	87	102	15
Registering Property	169	148	-21
Getting Credit	40	38	-2
Protecting Investors	82	79	-3
Paying Taxes	112	111	-1
Trading Across Borders	140	140	0
Enforcing Contracts	41	42	1
Resolving Insolvency	59	57	-2

Source: World Bank (2013) Doing Business 2013: Smarter Regulations for Small and Medium-Size Enterprises.³⁸

institutions, such as CSOs, to promote democracy, good governance, transparency and accountability in the public sector.

Under the NDP 4, programme and project execution (including monitoring and evaluation, and progress reporting) is a priority, as timely, quality execution appears to be the country's Achilles heel.³⁹ A wide range of monitoring systems exists, using surveys and administrative reporting from facilities, but many are vertical and issue specific. The funding and regular use of these systems to guide policy development and programme design or adjustment and for

consolidated reporting of progress was a weakness under NDP 3. The feedback of data gathered from the centre to the lower levels of government has also been weak.

3.2.3 The UN's response

The NDP 4 has identified principles of good governance, to include transparency, openness, accountability and increased citizen participation in the development process. This would involve *inter alia*: the existence of a conducive business environment, including the ease of doing

³⁸ Available at <http://www.doingbusiness.org/~media/GIAWB/Doing%20Business/Documents/Annual-Reports/English/DB13-full-report.pdf>

GRN (2012) Namibia Fourth National Development Plan (2012/13 – 2016/17): Changing Gear Towards Vision 2030, Windhoek, Namibia.

³⁹ GRN (2012) Namibia Fourth National Development Plan (2012/13 – 2016/17): Changing Gear Towards Vision 2030, Windhoek, Namibia.

business; access to productive resources, principally land and capital; efficient and effective public service delivery; and public and private sector partnerships. This NDP also identifies the latter as a complementary governance initiative in the endeavour to achieve sustained economic growth and poverty reduction.

The UNPAF Institutional Environment Pillar, comprising the competitive economy and monitoring and evaluation components, has been developed in response to two of the ten Desired Outcomes of the NDP 4. One component of this pillar deals with making Namibia the most competitive economy in the SADC region, while the monitoring and evaluation component is premised on the need for the all programmatic interventions and activities outlined in the NDP 4 to be implemented and reported on in an accountable, transparent, and evidence-based manner.

The UN will support the development, adaptation and implementation of policies and legislative frameworks that will contribute to good governance, rule of law, disaster risk reduction, transparency, accountability and the realisation of human rights. The UN will promote the accession to and ratification of international treaties and protocols (UN, AU, SADC), and support Government and partners to monitor and meet their reporting obligations. Furthermore, the UN will support the GRN to design and operationalise a dynamic national M&E system to further refine the national statistical system for tracking progress and national and international reporting. Implicit in this is support for the timely processing and subsequent utilisation of survey, census and administrative data and information for effective and evidence-based policy formulation and decision-making.

UNPAF Pillar: Institutional Environment

NDP 4 DO 1: By 2017, Namibia is the most competitive economy in the SADC region, according to the standards set by the World Economic Forum

NDP 4 DO 10: Driven by improved M&E mechanisms and accountability, supported by appropriate reward/sanction schemes and an entrenched culture of performance management in the public sector, the execution of NDP has improved significantly in terms of both timeliness and quality

UNPAF Outcomes:

Outcome 1: By 2018, policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented

Outcome 2: By 2018, the Government and partners are promoting and protecting human rights effectively

Outcome 3: By 2018, functional monitoring and evaluation and statistical analysis systems are in place to monitor and report on progress

Outcome 4: By 2018, Namibia complies with most of her international treaties' accession/ratification, monitoring and reporting obligations

Related MDGs

MDG 8: Develop a global partnership for development

Target 8.A: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system

Target 8.F: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications



3.3 The Education and Skills Pillar

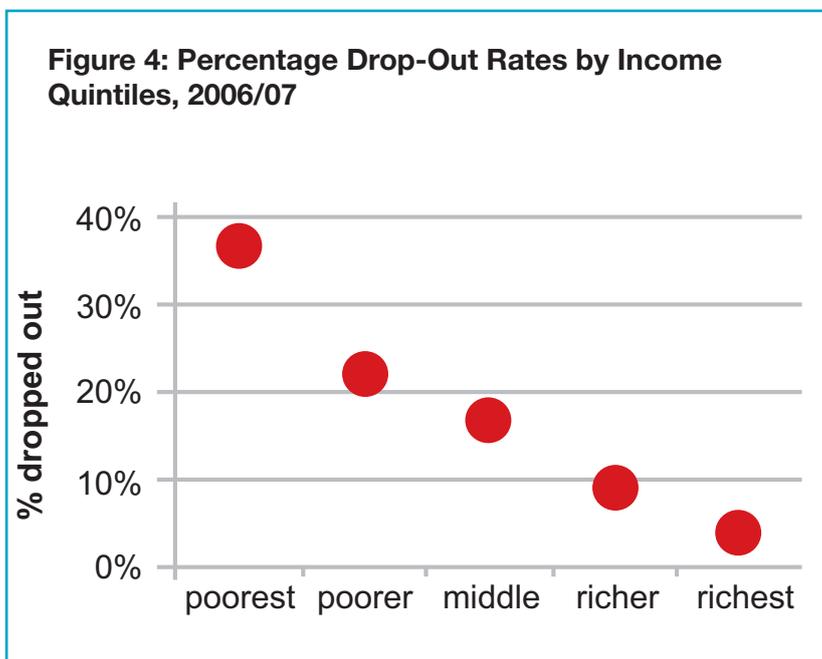
3.3.1 Overview of progress to date

Since Independence in 1990, Education has been the top national priority sector, receiving on average 22 percent of the annual national budget.⁴⁰ Net enrolment at the primary level exceeds 98 percent for both girls and boys, with a 95 percent survival rate to the last grade of primary education and gender parity at all levels.⁴¹ Orphans and vulnerable children in Namibia are as likely to be in school as their peers, which points to the success of ongoing government support programmes, especially the provision of child welfare grants. Namibia's literacy rates of 95 percent for youth (15 to 24 years old) and 88 percent for persons 15 years and above,⁴² is also high by regional standards. Namibia currently ranks 3rd out of the 28 African countries for which the Education for All (EFA) Development Index has been computed. However, slow progress has been recorded in expanding access to secondary education where the net enrolment rate currently (2011) stands at 57 percent.⁴³

The Ministry of Education held a landmark National Education Conference in June 2011 which recommended a number of actions, including addressing alcohol abuse by teachers and learners; reducing the number of teenage pregnancies; abolishing school development funds and expanding the school feeding programme. In response to the conference recommendations, from the 2013 school year, the Government has taken full responsibility for meeting the entire cost of free primary education and has abolished parents' contributions to the school development fund. The Government has also expressed its commitment to making tertiary education more affordable.

3.3.2 Current Challenges

Despite the remarkable progress toward EFA goals and MDG 2, Namibia's education system is struggling to overcome a number of weaknesses. These include high repetition and dropout rates, particularly at Grades 1, 5 and 8, resulting in only a 57 percent net enrolment rate at secondary level. Children drop out of schools and other learning institutions for various reasons – poverty, affordability of user fees, a lack of parental support and pregnancy. As well as leading to early school drop outs, the high rate of adolescent pregnancy (15 percent) reinforces a cycle of economic and social disempowerment. Once in school, children from poorer groups tend to do much less well than those from wealthier groups. Figure 4 shows the proportion of learners who drop out of primary school by income quintile. As shown, 37 percent of children from the poorest quintile drop out of primary school, compared to only 4 percent from the richest quintile.



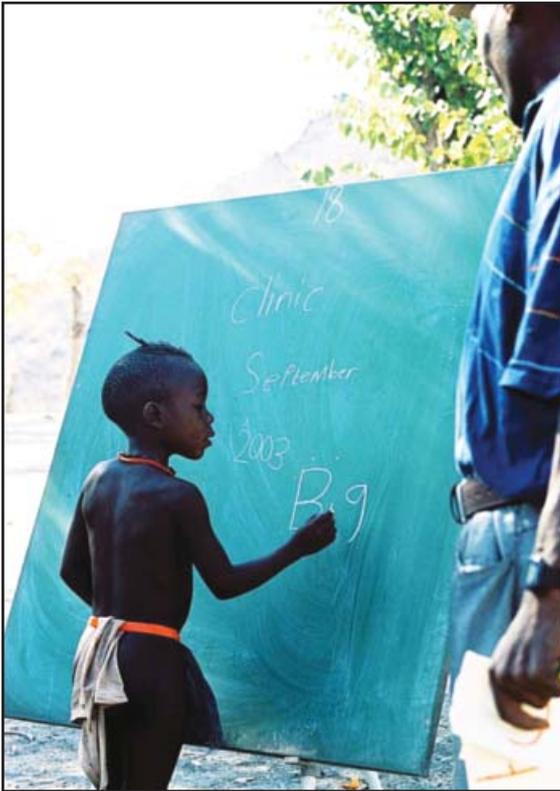
Source: Namibia Demographic and Health Survey 2006-07.

⁴⁰ During the fiscal year 2013/14, the education sector/department received 23.7 percent of the national budget.

⁴¹ EMIS (2011), Available at <http://www.moe.gov.na/emis.php>.

⁴² NSA (2012 b) Op Cit.

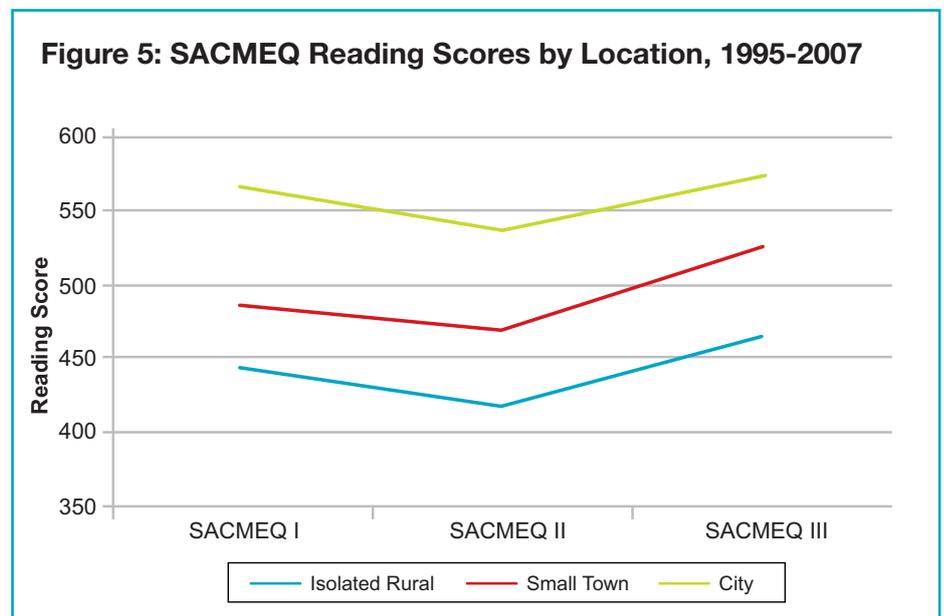
⁴³ EMIS (2011) Op Cit



Some groups of children are particularly at risk of dropping out early or never going to school. *San* children are substantially under-represented at school and, while children are supposed to be taught in their home language during the first three years of primary school, most *San* and *Rugciriku* speaking children are taught in the majority language of their schools. Some children with disabilities are enrolled in special schools, but many more may not be in school and mainstream schools are generally not adapted for children with special needs.

Learning outcomes are far short of the levels expected by National Standardised Achievement Tests (SATs) for Grades 5 and 7 and regional (SACMEQ, 2007)⁴⁴ standards and this contributes directly to the high levels of unemployment and low labour productivity in Namibia. Fewer than half (45 percent) of Grade 5 learners met the expected minimum competency level in Mathematics and English, compared to the globally acceptable standard of at least 80 percent. There exist wide regional disparities in the attainment of education outcomes. The average score in reading (SACMEQ III) also varies greatly, from 464 points in rural schools to 547 in urban schools. Children from the bottom income quartile scored 100 points less than their peers from the top quartile. Overall, regions with higher average per capita income, better educated parents, better quality housing, more urban dwellers, more permanent classrooms and more toilets produce better learning outcomes.

Access to pre-primary education also remains worryingly low in Namibia. The gross enrolment rate in pre-primary schools is estimated to be only



Source: Compiled from SACMEQ data available at [http:// www.sacmeq.org/](http://www.sacmeq.org/)

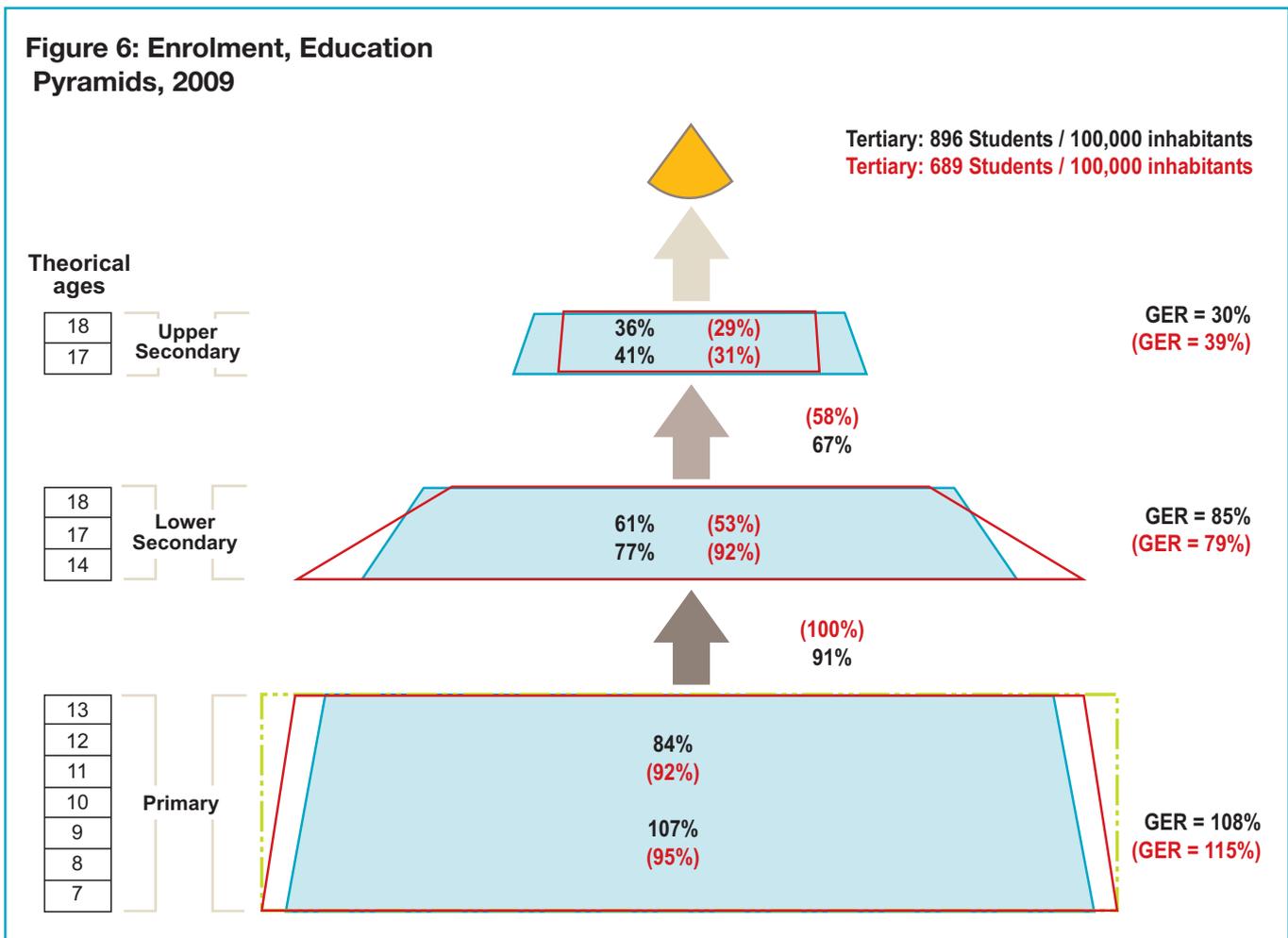
⁴⁴ Available at : <http://www.iiep.unesco.org/research/equity-access-and-quality/quality-of-basic-education/sacmeq-programme.html>

31 percent, which is among the lowest in the eastern and southern Africa region. Accordingly, NDP 4 highlighted the low coverage of early childhood education as a key shortcoming which needs to be addressed.

The 2010 Public Expenditure Review (PER) in the Education Sector in Namibia⁴⁵ identified weaknesses in budgetary allocation and execution as a critical barrier to improving the quality of education. Up to 87 percent of the budget allocated for primary and secondary education is spent on personnel and other recurrent costs, leaving just over 10 percent to support infrastructure improvement. As a result, severe gaps in school infrastructure and availability of

schooling materials persist. Nationally, 60 percent of schools lack teacher housing and one in five schools does not have toilets and water supply for learners, a situation that affects adolescent girls' menstrual hygiene negatively and can result in their failure to attend school during their menses.

Evidence from outside Namibia suggests that educational attainment can affect the ability of adolescents to protect themselves against HIV. According to recent estimates, 43 percent of all new HIV infections take place in the age group 15 to 24 years and, within that group, two thirds of the infections occur among young women.



Source: Namibia EFA Profile – UNESCO EFA Global Status.

⁴⁵ The PER in Namibia was an EU-funded project, details of which are available at http://eeas.europa.eu/delegations/namibia/projects/list_of_projects/248062_en.htm.



According to DHS data (2006/07), 25.7 percent of women aged 15 to 24 years with no education had their first sexual encounter by the age of 15, compared to 0.6 percent of those women who had completed secondary education. Moreover, comprehensive knowledge of HIV and AIDS among 15 to 24 year old women was more than double in women who had completed secondary school (74.3 percent), compared to 33.2 percent among those with no education.⁴⁶ Women aged 15 to 24 who have completed secondary school are almost four times more likely to use a condom at first sex as those with no education, at 73.5 percent and 23 percent, respectively. The 2007 SACMEQ III results indicate that there are concerns around Grade 6 pupil performance on the HIV and AIDS knowledge test with only 36 percent of pupils reaching a minimal knowledge level and 6 percent reaching the desirable level. Thus these pupils, who are at a vulnerable age, have inadequate knowledge to guide their decisions about behaviours that will protect them against HIV. All teachers in Namibia reached a minimal level of knowledge and 87 percent the desirable level of knowledge about HIV and AIDS.

Namibia aspires to be a knowledge-based economy. In order to achieve this, there is a need for: improved and increased output from secondary, tertiary and vocational education and training; expansion and strengthening of research and development (R&D); and efforts to overcome entrenched gender inequalities. The provision of

vocational and technical education is not appropriate to this aspiration. The linkages between technical and vocational training institutions are inadequate and there is a mismatch between labour market needs and the quantitative and qualitative outputs of the institutions. The country requires special attention in the areas of mathematics, science and technology education in order to develop a critical mass of skilled and productive people. Stronger higher education institutions with enhanced human resources and better interaction with industry to improve human resource practice would optimise the contribution of the entire higher education system to the achievement of Vision 2030. Within this, it is necessary to pay particular attention to those groups that are currently the least able to contribute - those in the 20 to 24 years age group, and women, who suffer from discrimination and unequal access to skills. These initiatives should be carried out in close collaboration with the private sector, within the framework of a national human resource development strategy.

3.3.3 The UN's response

The NDP 4 prioritises quality improvement, and specifically, responsiveness, of the education sector to the human capital and skills needs of the country over the next five years.

Working closely with the Ministry of Education, other relevant line ministries and stakeholders, including CSOs and development partners, the UN system will support upstream policy and limited downstream interventions to ensure that education outcomes are improved at all levels. The UN will promote sector level dialogue forums and debates in order to sustain and/or renew political commitment to accessible, inclusive and high quality education for all.

Tapping into south-south cooperation for exchange of experiences and technical expertise,

⁴⁶ It is acknowledged that some regional level results do not support this finding. For example, the EMIS (2011) shows no significant difference in enrolment levels of girls between Caprivi and Karas regions, yet recent ANC sentinel data shows 21.5 percent HIV prevalence among young women in Katima Mulilo in the Caprivi region, against 4.4 percent HIV prevalence among young women in Keetmanshoop in the Karas region.

the UN will engage in national capacity development for equity-based analysis, knowledge generation and management. By doing so, the UN will seek to improve evidence-based policy formulation, programming, planning and budgeting processes to be more responsive to the particular needs of disadvantaged and vulnerable learners. The UN will also support strengthening of capacity for M&E, including the Education Management Information System (EMIS) and research.

In furtherance of the GRN's stated commitment to achieve EFA goals and related MDGs, the UN will support the development of innovative strategies and approaches to improve quality of teaching and learning and address all forms of disparity and inefficiency in the system. The aim is to retain learners and ensure increased transition to secondary, technical and higher education, in order to enable young people to acquire the entrepreneurial and productive skills the country needs for economic growth and development. The UN will support the Government to improve articulation and recognition of prior learning, as well as the links between formal education, non-formal pathways and opportunities designed to respond to the needs of the labour market.

The HIV response will remain as a major cross-cutting theme for programming at all levels of education. This will be addressed through curriculum revision, mainstreaming of HIV response within all sub-sectors and by bringing services to educational institutions aimed at reversing HIV prevalence trends and responding to the needs of learners and teachers on other critical life skills.

As Namibia is the driest country south of the Sahara and has a variable climate, the UN will enhance educational programmes that explicitly prepare communities for natural disasters and help them to adapt to and mitigate the effects of climate change. The UN will also engage in response to emergency and disaster risk reduction in the education sector, focusing on emergencies caused by natural disasters such as floods and droughts. The gains made in these areas will be further reinforced through their integration into national education strategies and programmes.

The UN will also support capacity development for governance in the education sector with the aim of improving participation by children, adolescents and local communities. This is expected to promote accountability in the sector and amplify the often unheard voices of the most disadvantaged.

UNPAF Pillar: Education and Skills

NDP 4 DO 2: By 2017, Namibia is characterised by a high quality and internationally recognised education system that capacitates the population to meet current and future market demands for skills and innovation

UNPAF Outcome

Outcome 5: By 2018, Namibia is implementing policies and programmes that improve learning outcomes at all levels

Related MDGs

MDG 2: Achieve universal primary education

Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

MDG 3: Promote gender equality and empower women

Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015

MDG 6: Combat HIV/AIDS, malaria and other diseases

Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS

MDG 8: Develop a global partnership for development

Target 8.F: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications



3.4 The Health Pillar

3.4.1 Overview of progress to date

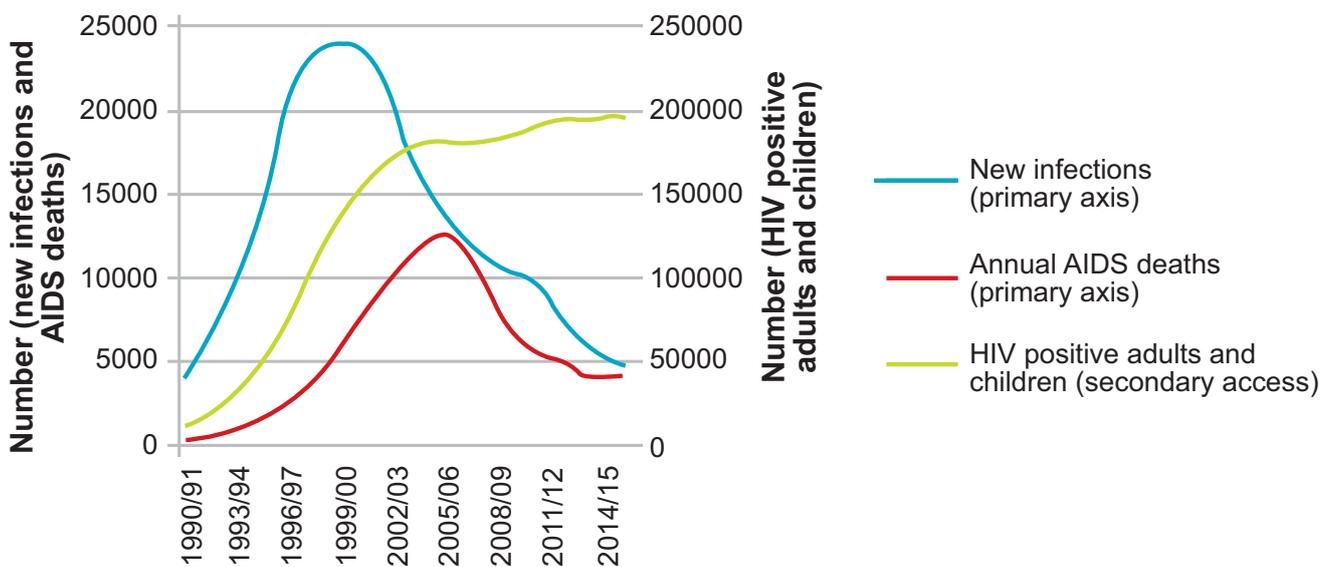
In 2011, for the fifth consecutive year, Namibia reported a decrease in the total number of Tuberculosis (TB) cases, with 11 924 cases of the disease being notified, yielding an incidence of 723 per 100 000. The incidence and prevalence of TB have been declining at an average rate of 5 percent per year, after reaching a peak in 2000. Tuberculosis mortality has also been decreasing, from 24 deaths per 100 000 in 2000 to the current level of 14 per 100 000 of population. The tuberculosis case notification rate (CNR) declined from 790 to 674 between 2005 and 2008 and the TB treatment success rate increased from 70 percent in 2004 to 83 percent in 2007. Tuberculosis is the number one killer of people living with HIV and recent improvements on

incidence and mortality are due to Government and partners' efforts to improve diagnosis and treatment, strengthen and expand infection control, contain drug resistance and provide antiretroviral therapy (ART) to people living with HIV and infected with TB. However, even given this strong performance, it is unlikely that the country will reach the related MDG by 2015.

The Namibian Government has placed HIV high on the national agenda and translated political commitment into concrete financial support and partnerships. Annual AIDS deaths decreased from 7 771 in 2008/09 to 5 047 in 2011/12. This is an immediate consequence of the rapid scale up of ART. Namibia achieved and exceeded the ART Universal Access coverage targets (90 percent) for 2010 based on the ART guidelines of a CD4 count eligibility threshold of <200/cells/micro-litre. By March 2012, it was estimated 82 percent of people on ART were still alive and on treatment 12 months after treatment initiation. A positive spin-off of reduced adult AIDS mortality is the slight decrease in AIDS orphans.

Another measure of the impressive progress on the HIV front is the reduction of mother-to-child transmission rates, essentially due to increased

Figure 7: Estimated HIV and AIDS Incidence, Prevalence and Mortality, 1990-2015



Source: MoHSS/UNAIDS HIV/AIDS epi-estimates



coverage of antiretroviral (ARV) prophylaxis among HIV positive pregnant women and their offspring and the adoption of more efficacious ARV prophylactic regimes. Estimates of mother-to-child transmission rates based on modelling, suggest a decrease from 6 percent to 4 percent at 6 weeks, and from 18 percent to 14 percent at 18 months, between 2009/10 and 2010/11.

There has also been a rapid decrease in new HIV infections in Namibia from an estimated 23 000 in 2000/01 to 8 170 in 2011/12, a 65 percent reduction. In 2011/12, the HIV prevalence in the general population was estimated at 13.4 percent, a decline from the 15.7 percent estimated prevalence rate in 2002/03.

Namibia also registered a significant decline in malaria morbidity and mortality between 2000 and 2012, achieving and exceeding the Abuja targets and MDGs. The number of outpatient malaria cases has dropped from 448 265 in 2000 to 3 163 in 2012, while the annual number of deaths fell from 776 to 4 during the same period. This means a decline of 99 percent in both malaria morbidity and mortality. As a result, Namibia is now among the four southern African countries that are pursuing malaria elimination. The goal of the National Vector-borne Diseases Control Programme in Namibia is to embark on malaria elimination in 2016 and eliminate malaria by 2020.

However, given the significant reduction in cases and deaths, population immunity against malaria is currently very low and the risk of severe malaria epidemics with extreme mortality could be high if control measures were not maintained.

Diseases of epidemic potential, such as measles, meningitis and cholera, are vigorously contained, although surveillance systems still require significant improvement. The country has achieved polio free status and is considered to have eliminated leprosy, despite a notified resurgence of leprosy cases in two regions of the country.

Non-communicable diseases (NCDs) are a growing concern, globally and in Namibia. Diseases and events such as heart attacks and strokes, cancers, diabetes and chronic respiratory disease account for over 63 percent of deaths in the world today, killing about 9 million people under the age of 60 every year. In recognition of this fact, in 2011, the United Nations High-Level Meeting on Non-Communicable Disease Prevention and Control set a global agenda to fight NCDs. In Namibia, there is paucity of data on NCDs but a study of risk factors among school-going adolescents revealed that 48.7 percent of 13 to 15 year olds have experimented with smoking, while 37.5 percent of the male and 34.4 percent of the female students had consumed alcohol during the 30 days preceding the 2004 survey.

3.4.2 Current challenges

Namibia is confronted by a triple burden of public health challenges: a heavy burden of communicable diseases mainly due to the high prevalence of HIV and the TB co-epidemic; a silently increasing burden of non-communicable diseases; and a high prevalence of (mainly gender-based) violence, injuries, and death and disability caused by road traffic accidents and other causes.

The public health challenges are amplified by the constraints related to most of the six health system building blocks: 1) inadequate numbers of skilled health personnel; 2) fragmented health information systems (a recent assessment

supported by the United States Agency for International Development identified 61 parallel information systems); 3) inadequate logistics to deliver medical products, vaccines and other supplies due to the vastness of the country, the sparsely distributed population and the remoteness of some areas; 4) inadequate service delivery, due among other factors to a high ratio of population per health worker in the public sector, long travelling distances to health facilities and inadequate equipment and supplies; 5) weaknesses in governance, management and coordination; and 6) a chronic, untargeted, insufficient and inefficient allocation of resources to the sector, associated with the absence of a health financing strategy.

While the country has many good policies and strategies in place, implementation of these is lagging behind. Intra-sector and multi-sectoral coordination for improved health outcomes is too limited and fragmented to ensure a comprehensive and multi-faceted response to health challenges.

Government spending on health and social services as a percentage of total government expenditure, although one of the highest on the continent, remains below the 15 percent target of the Abuja Declaration, having dropped from 12.7 percent in the 2005/06 fiscal year to 11.3 percent in the 2006/07 fiscal year and further to 10.5 percent in the 2012/13 fiscal year, before increasing to a budgeted 11.57 percent in the current (2013/14) fiscal year.

Despite Namibia's impressive progress in scaling-up critical HIV services, the number of new HIV infections and the burden of AIDS related morbidity and mortality remain high. Namibia is ranked number 6 in the world in terms of HIV prevalence with the prevalence among people 15 to 49 years of age estimated at 13.4 percent.⁴⁷ The HIV prevalence among pregnant women is

high at 18.2 percent⁴⁸ (2012) but this figure fails to show the vast regional disparities, with the prevalence varying from 10 percent to 38 percent across different areas. In Namibia, HIV remains a major cause of mortality, with an estimated 5 000 AIDS related deaths in 2011/12, 13 percent of which were children from 0 to 14 years. In the same year, approximately 8 170 people were infected with HIV. Of the new infections in 2011/12, over 40 percent were among 15 to 24 year olds and 67 percent of these among girls and young women. Over the past ten years, the number of women infected with HIV has grown at a faster pace than that of men. In 2011/12, among the 192 600 people living with HIV, 19 500 (10 percent) were under the age of 15 years and approximately 102 300 (52 percent) of those infected were women over the age of 15 years.

A recent MOHSS/UNAIDS study shows that important efficiency gains can be made in the national HIV response and delivery of HIV and AIDS services. This is important, given that declining external funding is jeopardising the financial and programmatic sustainability of the HIV response. At the policy and systems level, efforts have begun to strengthen integration and linkages between the provision of HIV, and primary health care and sexual and reproductive health services. However, in-depth cost-efficiency and effectiveness analysis and careful planning is required to scale up integrated service delivery to ensure the gains that have been made in relation to the HIV epidemic are strengthened and sustained.

Tuberculosis is the number one killer of people living with HIV. In contrast to the significant progress made in controlling TB, Namibia's CNR and TB/HIV co-infection rates remained higher than regional averages. The incidence of drug-resistant tuberculosis (DR-TB) and extensively drug resistant tuberculosis (XDR-TB) has increased significantly in recent years.

⁴⁷ UNAIDS Report on the Global AIDS Epidemic 2012, Available at http://www.unaids.org/en/media/unaids/contentassets/documents/epidemiology/2012/gr2012/20121120_UNAIDS_Global_Report_2012_with_annexes_en.pdf. The first five countries are Swaziland - 20.00%; Botswana - 23.40%; Lesotho - 23.30%; Republic of South Africa - 17.30% and Zimbabwe - 14.90%

⁴⁸ MOHSS (2012) Report of the 2012 National HIV Sentinel Survey.

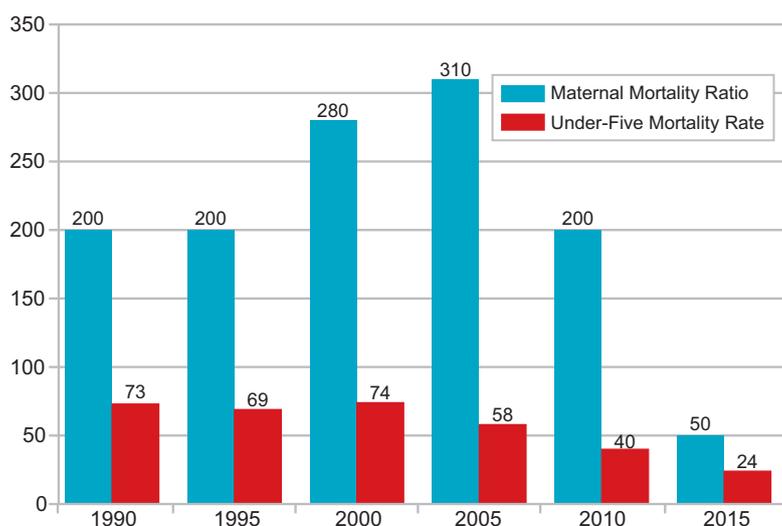
Despite progress to date and the move towards elimination, malaria remains a public health problem. It is estimated that the risk of contracting malaria is 14.5 percent higher among HIV infected persons and the risk of dying of malaria increases by 50 percent in people living with HIV.

The Maternal Mortality Ratio (MMR) has increased significantly from 271 maternal deaths per 100 000 live births during the period 1991 to 2000, to 449 maternal deaths per 100 000 live births during the 1998 to 2007 period (NDHS). In 2012, estimates of trends in maternal mortality from 1990 to 2010 were released by WHO, UNICEF, UNFPA and the World Bank. According to these estimates, the MMR in Namibia was 200 maternal deaths per 100 000 live births in 2010, indicating no progress since 1990.

While there have been noticeable reductions in under-five mortality rates, neonatal mortality has declined only marginally from 23 to 19 per thousand live births between 2001 and 2011.

Teenage pregnancy rates, estimated at 15.4 percent at the national level, contribute an estimated 10.1 of all maternal deaths and vary greatly across the thirteen regions of the country with Kavango registering the highest rate at 34 percent, followed by Kunene at 30 percent, Caprivi at 29.7 percent, Omaheke at 27 percent and Otjozondjupa at 26 percent⁴⁹. Teenage pregnancy rates also vary between rural and urban areas and by educational attainment and by income levels of households with teenage pregnancy rates in rural areas estimated at 18 percent while the corresponding figure for urban areas is 12 percent. Teenage pregnancy is highest among girls with no education at 58

Figure 8: Maternal Mortality Ratio and Under-5 Mortality Rate Trends, 1990-2010 and MDG Targets, 2015



Trends 1990-2010 and MDG Targets 2015

percent, followed by girls who have not completed primary education at 25 percent and is lowest among girls who have completed secondary education at 6 percent. Teenagers from the poorest households (lowest quintile) are nearly five times as likely to have been pregnant as those from the richest households (highest quintile) at 22.4 percent and 4.8 percent, respectively⁵⁰.

3.4.3 The UN's response

The NDP 4, identified health as a basic enabler. Achieving improved health outcomes will require Government and partners to work together in implementing health policies, and applying the equity and human rights lenses. Within this, the focus of UN support will be on strengthening health systems, combating priority diseases and conditions, and addressing the socioeconomic determinants of health. Priority diseases and conditions to be addressed include HIV, TB, malaria, diseases with epidemic potential, non-communicable diseases, nutrition-related conditions, and maternal and child health.

⁴⁹ GRN (2008b): Namibia Demographic and Health Survey 2006 – 07, Available at: http://www.who.int/fctc/reporting/party_reports/namibia_annex1_demographichealthsurvey_2006.pdf [Accessed 14 May 2013]

⁵⁰ Ibid

UNPAF Pillar: Health

NDP 4 DO 3: By 2017, all Namibians have access to a quality health system in terms of prevention, cure and rehabilitation, and the country is characterised by an improvement in the 2011 baseline figure of 57 for a healthy adjusted life expectancy, to 59

UNPAF Outcomes

Outcome 6: By 2018, Namibia will have accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address the social, economic and environmental determinants of health, and improve health outcomes

Outcome 7: By 2018, Namibia will have a strengthened health system that delivers quality, accessible, affordable, integrated, and equitable health care

Related MDGs

MDG 4: Reduce child mortality

Target 4.A: Reduce by two-thirds, between 1990 and 2015, the under-5 mortality rate

MDG 5: Improve maternal health

Target 5.A: Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio

Target 5.B: Achieve, by 2015, universal access to reproductive health

MDG 6: Combat HIV/AIDS, malaria and other diseases

Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS

Target 6.B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it

Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases

MDG 8: Develop a global partnership for development

Target 8.E: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

By the end of the UNPAF implementation period, it is expected that Namibia will have a more robust health system, able to deliver quality health services to those most in need, in a manner that is equitable and affordable, by applying PHC principles and strategies. The UN will support Government to accelerate reforms in the areas of service delivery, leadership, governance, and related health and public policy, aimed at improving the manner in which health care is organised, financed, managed and delivered.

It is also expected that improvements in accountability and multi-sectoral coordination will have the desired impact in improving technical and financial efficiencies and achieving the goal of 'doing more with less', strengthening synergies, harnessing the comparative advantage of all relevant sectors and actors through improved coordination of stakeholders and, ultimately, achieving programmatic impact. Progress in these two outcomes will set Namibia on the path towards universal health coverage.

To achieve the proposed outcomes, key strategies, such as policy advice, capacity development, technical cooperation, advocacy and support to decentralised responses, will be implemented. The UN and partners will make coordinated efforts to support the implementation of sectoral and multi-sectoral priorities, targeting poor, rural, disadvantaged, marginalised and vulnerable populations. Through normative work and implementation of resolutions emanating from the specific mandates of specialised agencies, funds and programmes, the United Nations will



ensure that the technical cooperation with Namibia is productive, leading to the achievement of the national and international goals and targets adopted by the country and increased respect for human rights.

3.5 The Poverty Reduction Pillar

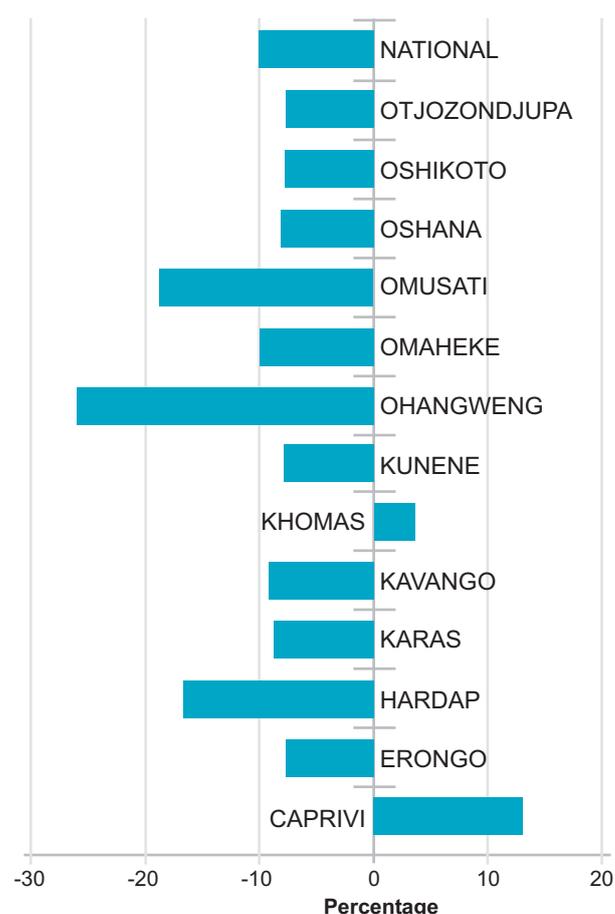
3.5.1 Overview of progress to date

Over the past five years, Namibia has made some progress at the national level in terms of poverty reduction.⁵¹ The proportion of poor individuals decreased from 37.7 percent in 2003/04 to 28.7 percent in 2009/10 while the proportion of severely poor individuals decreased from 21.9 percent to 15.3 percent over the same period.⁵² Child poverty, too, has declined but, with 34 percent of children living in poverty, children have a higher risk of being poor than the general population. While the decline in the incidence of poverty at national level is significant, progress has been uneven across regions.

In two regions – Caprivi and Khomas – the incidence of poverty increased notably from 36.5 percent to 50.2 percent (53 percent for children) and 8.1 percent to 10.7 percent (14 percent for children), over the same period. These are the same regions that have experienced an increase in the incidence of severe poverty in the recent past, from 20.3 to 35.2 percent in Caprivi and from 3.7 percent to 4 percent in Khomas.⁵³

The GRN is committed to promoting women’s empowerment and gender equality, and this has been demonstrated through the ratification of key international, regional and sub-regional agreements such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Declaration and Platform for Action, the Millennium Development Goals (MDGs), the Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa, and the SADC Protocol on

Figure 9: Percentage Points Changes in Poverty (by region), 2003/2004 to 2009/2010



Source: NSA, 2012: *Poverty Dynamics in Namibia: A Comparative Study Using 1993/94, 2003/04 and 2009/10 NHIES Surveys.*

Gender and Development. Namibia has developed progressive legal and policy frameworks for addressing gender inequality, including the Married Persons Equality Act (Act No. 1 of 1996), the Combating of Rape Act (Act No. 8 of 2000), the Combating of Domestic Violence Act (Act No. 4 of 2003) and the Maintenance Act (Act No. 9 of 2003). With respect to institutional and policy reforms, the Government recently formulated the National Gender Policy (2010-2020)⁵⁴ and its attendant National Gender Action Plan.⁵⁵

⁵¹ Poverty in Namibia is measured using the Cost of Basic Needs Approach, a standard approach used in the SADC member states, as opposed to the widely (globally) used US\$1.25 per day. Using this approach, poverty lines for those classified as poor and severely poor have been established at N\$377.96 and N\$277.54 consumption levels per adult equivalent, per month, respectively.

⁵² NSA (2012a) Op Cit.

⁵³ NSA (2012a) Op Cit.

⁵⁴ MGECW (2010) National Gender Policy (2010 -2020), Windhoek, Namibia.

⁵⁵ MGECW (2011) National Gender Action Plan.

3.5.2 Current challenges

Poverty and unemployment have distinct gender and spatial dimensions, with rural areas, where the incidence of poverty was estimated to be 37.4 percent in 2009/10, generally being poorer than urban areas, where the incidence of poverty was estimated at 14.6 percent in the same year.

Female-headed households account for 44 percent of all Namibian households,⁵⁶ and the per capita income in these households is, on average, half of the per capita income of male-headed households (N\$9 908 for female-headed households, compared to N\$18 223 for male-headed households).⁵⁷ While 32.2 percent of female-headed households are classified as poor, the comparable figure for male-headed households is 26.2 percent.⁵⁸ Unemployment, currently estimated at 27.4 percent of the total labour force is also highest among females at 31.8 percent, compared to 22.9 percent for males, and among the youth with 48.5 percent of the people aged 20 to 24 years old and 33.6 percent of people aged 25 to 29 years old being out of work.⁵⁹

There has been an upsurge in the number of reported cases of gender-based violence, with 40.5 percent of women having experienced physical violence, as opposed to 27.6 percent of men (see Section 1.3.3). In order to address this problem, the Government in 2012 formulated a National Plan of Action on Gender Based Violence.⁶⁰ Although there is a paucity of data, anecdotal evidence suggests the presence of a linkage between levels of poverty and increasing cases and severity of gender-based violence. While cultural explanations and pervasive gender stereotypes are crucial considerations, women in poverty are, in relative terms, more likely to stay in abusive relationships for the sake of their



economic security or for financial support for their children. There exists a complex inter-relationship between poverty and HIV. On one hand, people living with and/or infected by HIV continue to face specific challenges with respect to access to employment, social insurance mechanisms and productive resources, due to pervasive stigma and discrimination.⁶¹ On the other hand, people who are living in poverty and cannot get employment are often more likely to engage in risky behaviour, such as transactional sex, as a source of income.

Half (48.7 percent) of the people in rural areas are classified as poor, while the comparable figure for urban areas is less than one in five (17 percent). Poverty also varies with the source of income, with the incidence of poverty among people in households with pensions as the main source of

⁵⁶ NSA (2013c) Namibia 2011 Population and Housing Census Basic Report, Windhoek. Namibia.

⁵⁷ NSA (2012b) Op Cit.

⁵⁸ It is instructive to note, however, that over the past five years the rate of decline in the incidence of poverty has been slower among female-headed households than male-headed households with the incidence of poverty among female-headed households having declined from 40.4 percent in 2003/04 to 32.2 in 2009/10 while the corresponding figures for male-headed households are 36.0 percent and 26.2 percent.

⁵⁹ NSA (2013a) Op Cit.

⁶⁰ See MGCEW (2012) National Plan of Action on Gender Based Violence 2012-2016 – Zero Tolerance for GBV, Windhoek, Namibia.

⁶¹ The country has an estimated 150 000 people living with HIV who will be on life-long ART and in most cases people cannot gain access to credit without taking an HIV test.

income being 43.5 percent, compared to 39.4 percent among subsistence farmers and 15.7 percent among households with salaries and wages as the main source of income.

Beyond consumption poverty, individuals and households in Namibia experience multidimensional poverty, defined on the basis of the Multidimensional Poverty Index (MPI), which measures multiple deprivations in the same household with respect to education, health and standard of living, including access to electricity, transport and decent housing.

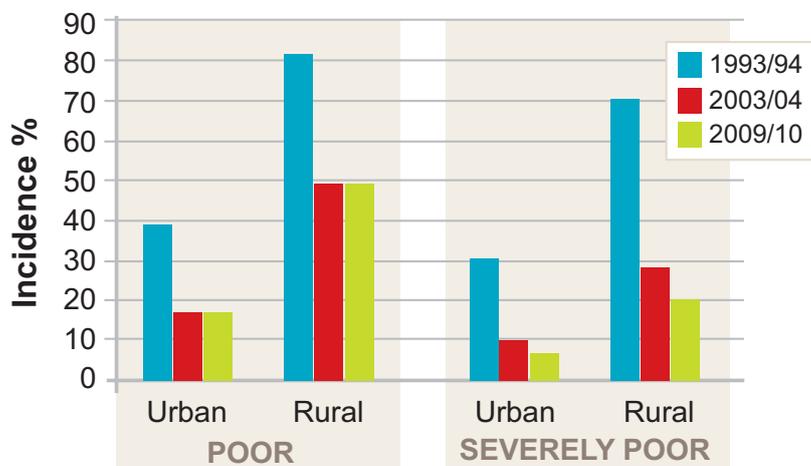
According to the MPI, 39.6 percent of Namibians suffer from multidimensional poverty while 23.6 percent are at risk of suffering multiple deprivations.⁶²

The 2009/10 NHIES revealed a wide disparity between a small wealthy minority and a large majority whose consumption falls below the poverty line. The NHIES found that 12.6 percent of the households (amounting to 9.5 percent of the population) account for 36.6 percent of the national total household consumption, while the remaining 87.4 percent of households (amounting to 90.5 percent of the population) account for 63.4 of the total household consumption. Inequality in Namibia has a distinct racial and ethnic face with, for instance, German speaking households' consumption per capita being about 26 times higher than that of *Rukavango* speaking households and about 14 times higher than that of *Oshiwambo* speaking households.

Gender and spatial factors come together in the agriculture, forestry and fishing sectors to produce marked inequities. Although these sectors contribute an estimated 7.1 percent of GDP,⁶³ they employ some 27.4 percent of the employed population.⁶⁴ In some of the more heavily

Figure 10: Urban vs. Rural Poverty Levels, 1993/94-2009/10

Where are the poor?



populated areas of the country, over 40 percent of agricultural land is cultivated by women but women continue to experience challenges with regard to access to, ownership of and control over agricultural land, a critical factor of production. Women are often allocated less productive parcels of land and, in case of divorce or loss of their spouse, a woman's continued access to land is often curtailed. Partly because of the existing gender inequality in the allocation of and control over agricultural land, an estimated 16 percent of the households in the flood prone northern central regions of the country are food insecure. More worryingly, the majority of the food insecure households are female-headed, with low levels of education and no formal sources of income.

Although food availability at the national level is adequate under normal conditions, access to food is still a concern for an estimated 12 to 14 percent of the population (NAMVAC, 2011). The 2012/13 Namibia Vulnerability Assessment Committee (NAMVAC) and 2012 Crops and Food Security

⁶² UNDP (2013) Op Cit.

⁶³ NSA (2013b) Op Cit.

⁶⁴ NSA (2013a) Op Cit.



are locally produced.⁶⁵ Given that only 0.3 percent of the total labour force is engaged in producing cultural activities, goods and services locally, there is wide scope for promoting culture, both as a means to increasing local content (as opposed to flooding the market with foreign content) and, importantly, creating jobs and reducing poverty.

Namibia is one of the few African countries with a comprehensive and entirely government-funded social protection system. The non-contributory social grant system comprises: basic state grants for older people and people with disabilities; child welfare grants for orphans, children with a disability and children in foster care; and war veteran grants. While the social grant system has made a substantial difference to beneficiary households, it is yet to realise its full potential as a poverty reduction tool, partly because the current regime excludes a large proportion of poor and vulnerable people, especially children whose biological parents are alive. Only one in four children (25.8 percent) lives with both biological parents and almost the same number (23.6 percent) do not live with a biological parent even though both parents are alive. While a considerable number of children live in households receiving both pensions and child welfare grants, many more are missing out on both. Any strengthening of the social protection system, however, would need to be based on evidence of impact on livelihoods and sustainability of funding.

Namibia is a regional leader in climate change planning and has a comprehensive National Policy on Climate Change (NPCC) with associated implementation strategy and action plan.⁶⁶ The NPCC notes, *inter alia*, that climate change poses a serious threat to the achievement of Namibia's long-term development objectives and the MDGs. For this and other reasons, the GRN places great emphasis on addressing climate change and its effects and is committed to adopting a low-carbon development pathway. The rural electrification rate was estimated at 25 percent in

Situation reports reveal that the number of people in need of food assistance dropped from 240 000 in 2011 to 74 000 people in 2012, which would imply an improved food security situation. However, this is only a temporary situation as a large segment of the Namibian population remains vulnerable to food insecurity due to poverty, recurrent natural disasters (floods and droughts), poor agronomic practices, high food prices and other shocks.

An estimated 9.1 percent of Namibian households' expenditure goes to cultural activities, goods and services, of which only an estimated 15 percent

⁶⁵ Local content (locally produced) derived from the ratio of weekly broadcasting time of domestic television fiction programmes out of total weekly broadcasting time of television fiction programmes on public free-to-air television channels.

⁶⁶ Available at <http://www.met.gov.na/Documents/Proposed%20Climate%20Change%20Policy.pdf>.

2011,⁶⁷ meaning that a large number of rural households in Namibia rely on non-renewable sources, mainly biomass, for their energy needs. It is projected that Namibia will face a major energy deficit in the near future as a result of declining supply from external sources and a projected rise in energy tariffs. This could have a negative impact on the country's economic development and create insecurity in major economic sectors which are crucial to growth and development, unless corrective measures are taken in good time. There is, therefore, an urgent need for the Government to develop its own energy sources for energy security. Namibia has one of the best solar regimes in the world with an average direct insolation of 2 200 kWh/m²/year (peaking to 3 000 kWh/m²/year in certain areas), minimal cloud cover and the potential for over 250 000 MW of power generation capacity. In view of this, the Government has actively promoted the use of solar energy and uptake levels have increased significantly in the recent past.

In future, it will be necessary for the Government to continue prioritising and investing in renewable energy technologies (RETs), especially solar technologies, which are critical for the country's economic growth, climate change adaptation and environmental management. Creating an enabling environment and developing institutional capacities for the promotion of renewable and non-renewable resources are pivotal to the country's international and regional competitiveness.

3.5.3 The UN's Response

The NDP 4 notes that a lack of evidence on the root causes of poverty has a negative impact on the quality of policies and strategies aimed at reducing poverty. The availability of up-to-date and reliable data and information on development issues and indicators, generated through a strengthened national statistical system, is critical for policy formulation and development planning.



The UN will support analyses of the root causes of poverty and the strengthening of national statistical capacity, including the generation of gender-disaggregated data. This is to ensure that accurate and reliable official statistics are produced in a timely manner and, importantly, are disseminated widely for use in policy formulation and development planning at all levels. The NDP 4 also identified a need for expansion and regular inflation-related adjustments of basic state grants and child welfare grants as well as regular reviews of the adequacy of the value of grants. The Plan also makes the case for ensuring food security, especially among children, as malnutrition has a direct impact on the cognitive development of children and, consequently, their ability to realise their full potential in later life. The NDP 4 highlights the sustainable management of the environment

⁶⁷ Namibia Rapid Assessment Report for the UNSG Sustainable Energy for All (SE4ALL) during the Rio plus 20 Conference.

UNPAF Pillar: Poverty Reduction

NDP 4 DO 4: By 2017, the proportion of severely poor individuals has dropped from the 2009/10 figure of 15.8 % to below 10%

DO7: Namibia is the most competitive tourist destination in Africa by 2017, as measured by the World Economic Forum Travel and Tourism Competitiveness Index

NDP DO 9: Agriculture experiences an average real growth rate of 4% over the NDP 4 period

UNPAF Outcomes

Outcome 8: By 2018, Namibia has adopted and is implementing effectively and in a coordinated manner policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability

Outcome 9: By 2018, the National Gender Plan of Action and Gender Based Violence Plan of Action are being implemented effectively

Outcome 10: By 2018, the national social protection system is strengthened and expanded to poor and vulnerable households and individuals

Outcome 11: By 2018, Namibia has reviewed, and is implementing, policies and strategies which ensure that severely poor and vulnerable households have access to and are utilising productive resources and services for food and nutrition security and sustainable income generation

Outcome 12: By 2018, the institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively

Related MDGs

MDG 1: Eradicate extreme poverty and hunger

Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than \$ 1 a day

Target 1.B: Achieve full and productive employment and decent work for all, including women and young people

Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger

Goal 3: Promote gender equality and empower women

Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015

MDG 7: Ensure environmental sustainability

Target 7.A: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources

Target 7.B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss

as an enabler for development and specifically calls for strengthening of technical and institutional capacities to deal with and manage brown and green agendas. It also highlights environmental challenges associated with freshwater scarcity, land degradation, deforestation, unsustainable use of coastal and marine resources and vulnerability to climate change as areas requiring urgent attention in order for the country to achieve growth, create jobs and reduce income inequality. The UN will assist the Government strategically to develop its own energy sources, prioritising solar energy, for energy security and secure commitment towards a low-carbon development pathway, informed by climate change related impacts on key economic sectors.

With a focus on the poor and vulnerable groups, the UN will support the GRN in implementing the national development priorities outlined in the NDP 4 and in meeting the MDGs 1, 3 and 7 through:

- Promotion of research into the root causes of poverty, to support evidence based and gender-disaggregated policy-making;
- Promotion of gender equality and empowerment of women;
- Strengthening and expansion of the social protection system;
- Increasing household food security;
- Promotion of sound environmental management; and
- Reduction of unemployment.

The strategies that will be pursued to achieve these outcomes include technical support, capacity strengthening, advocacy and knowledge management. The UN System will also support the alignment between national development priorities and international commitments and obligations.

4

The Resources Framework



The Resources Framework outlined below has been developed in the understanding that the role of the UN in Namibia has evolved from that of providing development assistance to one of partnership which focuses on: developing the capacity of national institutions; fostering multi-disciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; providing high quality technical expertise and policy advice; and facilitating south-south cooperation.

The Resources Framework outlined below has been developed in the understanding that the role of the UN in Namibia has evolved from that of providing development assistance to one of partnership which focuses on: developing the capacity of national institutions; fostering multi-disciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; providing high quality technical expertise and policy advice; and facilitating south-south cooperation.

In order to achieve the expected UNPAF Outcomes, the UN system will provide sound technical support and cutting-edge policy advisory services, as well as limited financial resources, to supplement the resources availed by the GRN and other stakeholders. Although Namibia is currently classified as an upper MIC, the country still faces many institutional, capacity and systemic as well as other development

challenges. These require effective partnerships from the downstream/community level to the policy advisory and strategic levels, focusing on best practices for addressing development challenges, especially those approaches that have potential for replication and/or scaling up.

The financial resources being made available by the UN system in support of the UNPAF should be viewed as seed funding for catalytic actions only. It is hoped that other partners, especially the GRN, will be forthcoming in providing financial and other resources to support activities aimed at achieving the UNPAF outcomes. The UN will develop and implement a resource mobilisation strategy in order to ensure that the UNPAF outcomes are achieved.

The indicative seed resources for catalytic activities to be availed by the UN system for each of the twelve UNPAF outcomes are shown below:

Table 3: Resources Framework ⁶⁸

UNPAF Pillars		Estimated Resources (US\$ millions)		
		Core/regular/assessed	Non-core/other/extra budgetary	Total
Institutional Environment	<p>Outcome 1: By 2018, policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented</p> <p>Outcome 2: By 2018, the government and partners are promoting and protecting human rights effectively</p> <p>Outcome 3: By 2018, functional monitoring and evaluation and statistical analyses systems are in place to monitor and report on progress</p> <p>Outcome 4: By 2018, Namibia complies with most of her international treaties' accession/ratification, monitoring and reporting obligations</p>	4.33	8.17	12.50
Education & Skills	<p>Outcome 5: By 2018, Namibia is implementing policies and programmes that improve learning outcomes at all levels</p>	2.10	6.40	8.50

⁶⁸ Preliminary estimates, including staff costs, of resource allocations per pillar. Many UN Agencies cannot make budget projections more than 1-2 years ahead. The resource estimates, therefore, will be adjusted as part of an annual update of the UNPAF Budgetary Framework. Cross-cutting costs include administration, IT, finance and general management costs.

UNPAF Pillars		Estimated Resources (US\$ millions)		
		Core/ regular/ assessed	Non-core/ other/ extra budgetary	Total
Health	<p>Outcome 6: By 2018, Namibia has accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address social, economic and environmental determinants of health and improve health outcomes</p> <p>Outcome 7: By 2018, Namibia has a strengthened health system that delivers quality, accessible, affordable, integrated, and equitable health care</p>	7.72	14.26	21.98
Poverty Reduction	<p>Outcome 8: By 2018, Namibia has adopted and is implementing effectively and in a coordinated manner policies and strategies to reduce poverty and vulnerability which are informed by evidence on the causes of poverty and vulnerability</p> <p>Outcome 9: By 2018, the National Gender Plan of Action and Gender Based Violence Plan of Action are being implemented effectively</p> <p>Outcome 10: By 2018, the national social protection system is strengthened and expanded to poor and vulnerable households and individuals</p> <p>Outcome 11: By 2018, Namibia has reviewed, and is implementing, policies and strategies which ensure that severely poor and vulnerable households have access to and are utilising productive resources and services for food and nutrition security and sustainable income generation</p> <p>Outcome 12: By 2018, the institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively.</p>	8.15	22.42	30.57
Cross-sectoral	Budget items which cut across all programme areas, e.g. some staff functions	2.99	2.91	5.90
TOTAL		25.29	54.16	79.45
Other	Resources for activities falling outside the UNPAF	-	2.59	2.59

5

Implementation Arrangements

The implementation of the UNPAF will largely proceed within the framework of institutional arrangements and mechanisms for NDP 4 implementation at national, regional (sub-national) and sectoral levels. From the UN side, however, the TWGs established for purposes of drafting the UNDAF and led by the four Pillar Convenors will serve as the institutional mechanism for the UN system's participation in GRN structures.

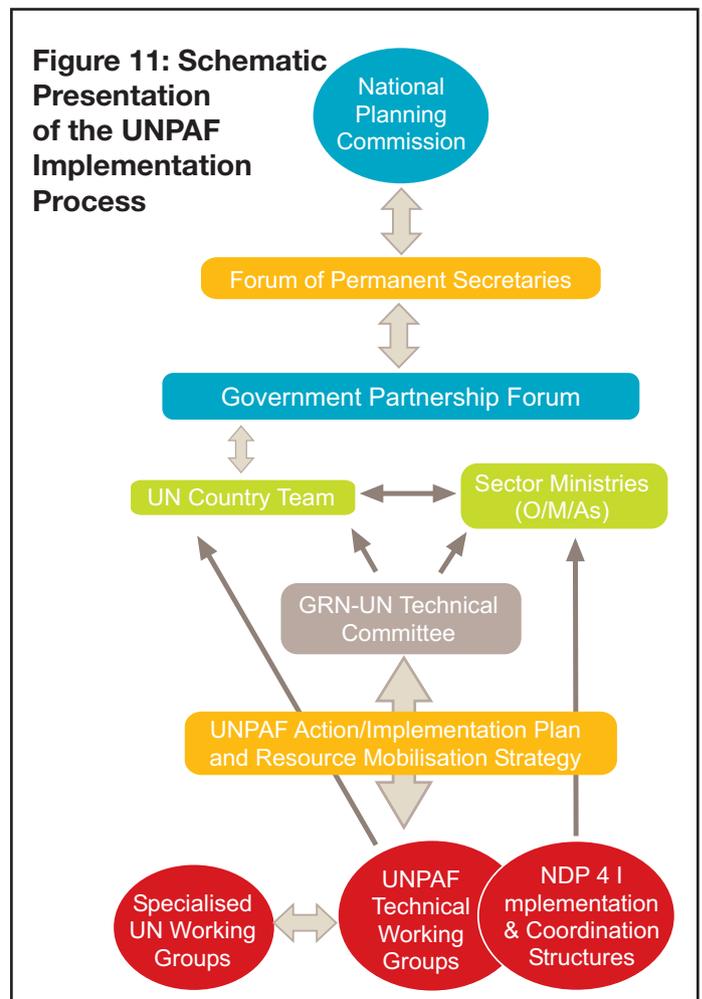


The implementation of the UNPAF will largely proceed within the framework of institutional arrangements and mechanisms for NDP 4 implementation at national, regional (sub-national) and sectoral levels. From the UN side, however, the TWGs established for purposes of drafting the UNDAF and led by the four Pillar Convenors will serve as the institutional mechanism for the UN system's participation in GRN structures. The Pillar Convenors and members of their respective teams will liaise with sector focal points and participate actively in the national and sectoral structures and institutional mechanisms established for NDP 4 implementation. These mechanisms include sector working groups, an annual sectoral consultative mechanism as well as any structures and mechanisms that may be established by the GRN in the future. The Pillar Convenors will mobilise and coordinate continuous UN participation and inputs to these institutional arrangements and mechanisms. In so doing, they will ensure that the principles of the new GRN-UN strategic partnership compact are given effect and meaning. These are: reinforced government ownership and leadership of national development processes; full use of existing government systems and structures and/or the UN system (where appropriate) in programme and project implementation; leveraging available limited resources; and progressive and sequenced movement towards a nationally contextualised Delivering as One, including using Harmonised Approach to Cash Transfers.

The Pillar Convenors will report back on progress on NDP 4 implementation, and by extension UNPAF implementation, at national and sectoral levels to the UN family through the UNCT, which will be responsible for overall policy guidance and provision of strategic direction. The TWGs/Pillar Convenors will document, on a quarterly basis, activities, outputs and outcomes against set UNPAF targets, as well as lessons learnt and any impediments that may be encountered in the implementation process. The UNCT will retain the final responsibility and accountability for ensuring that the UNPAF implementation process remains on course and responsive to the national development priorities outlined in the NDP 4 and that the UN brings to bear its individual agencies and collective global presence, experience and expertise and fulfils its mandate in the country.

These arrangements will be supplemented and fed into by existing institutional mechanisms and

Figure 11: Schematic Presentation of the UNPAF Implementation Process



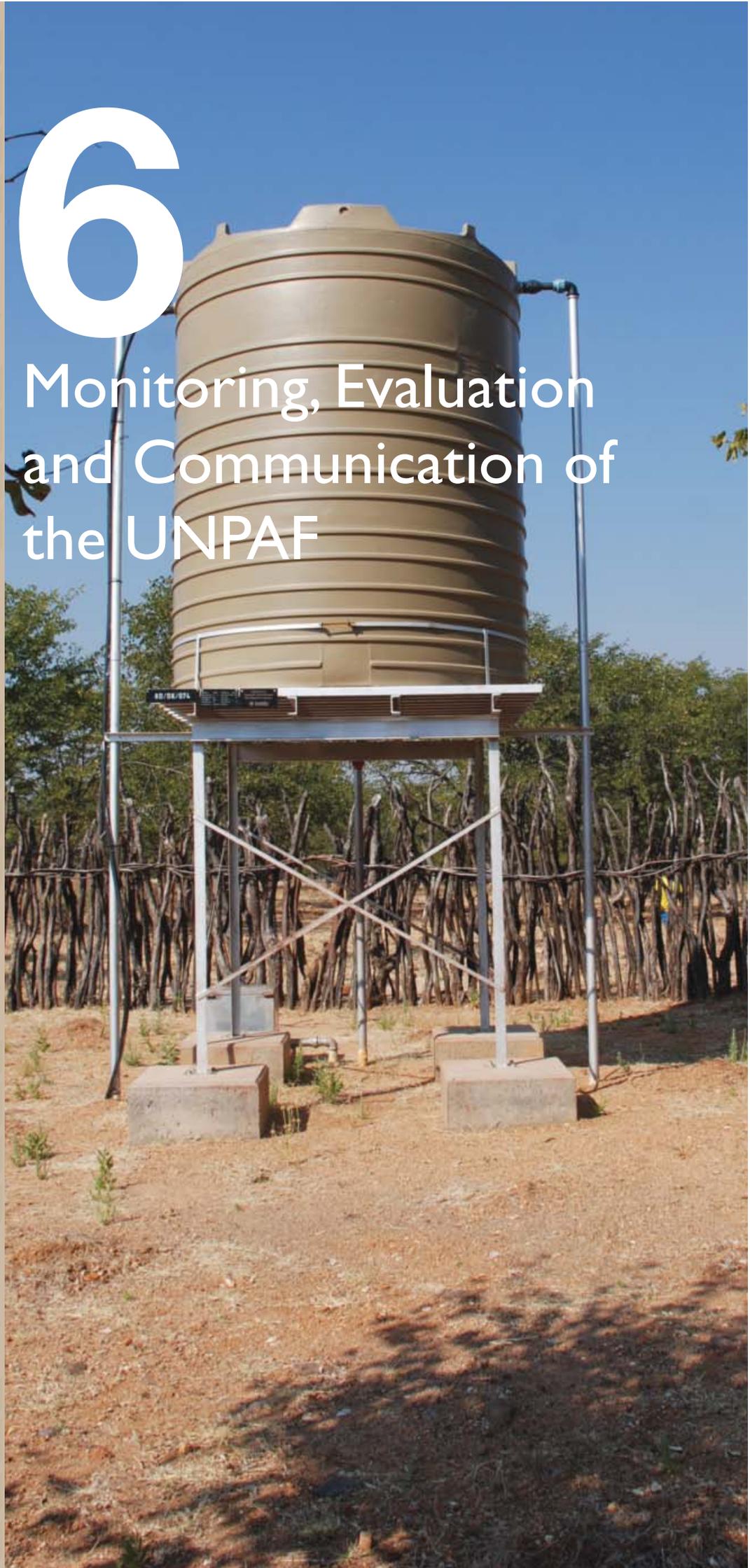
structures for programme and project implementation at sectoral levels, to the extent that these existing arrangements are in furtherance of, and not in conflict with, the NDP 4 goals and objectives and are not duplicative. It is important also that these institutional mechanisms adhere to the principles of greater coordination and do not lead to added transaction costs for the GRN and the UN. The existing mechanisms include the UN's response to HIV issues, which will continue to be coordinated under the existing Joint UN Team on AIDS (JUTA) and the UN Gender Theme Group

There are many non-resident UN agencies (NRAs) that were involved in the preparation of the UNPAF in a variety of ways, including UN Women, UN-HABITAT, ILO, IAEA, UNOHCHR, UN ISDR, UNEP and the United Nations Development Group (UNDG). The Resident Coordinator's Office is responsible for coordinating the work and engagement of the NRAs in the development and subsequent implementation of the UNPAF. However, the NRAs may engage and work directly with their respective national focal points in furtherance of the UNPAF objectives.

6

Monitoring, Evaluation and Communication of the UNPAF

The monitoring and evaluation, and communication of the UNPAF will also largely proceed within the framework of established national institutional mechanisms for monitoring and evaluation, and reporting for the NDP 4 established by the GRN at national, sub-national and sectoral levels.



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6.1 Principles

Effective monitoring and evaluation of the UNPAF activities are critical to the attainment of the outcomes. Monitoring and evaluation will provide, periodically, the data and information needed for learning, reprioritisation and informed review of UNPAF implementation processes. They will also offer the assurance that resources are used as intended and that the results achieved have the potential to attain the intended impact.

6.2 Choice of Indicators

To enable definition, tracking and capturing of, and reporting on, progress with respect to the UNPAF, representative performance indicators, with baselines and targets, have been identified for each of the twelve outcomes. In order to demonstrate linkages with national initiatives, a representative number of higher (national) level indicators have also been identified for each outcome. The UNPAF indicators will help to focus efforts and resources during the monitoring of UNPAF implementation, while the higher level indicators will help link progress towards the UNPAF outcomes with the overall national development objectives. The monitoring reports will form a major input to the annual, mid-term, and terminal UNPAF reviews.

The selection of the representative performance indicators was guided by the following:

- The indicators, as measures of progress, are sufficiently descriptive and representative of the desired result/outcome.
- The indicators have baselines grounded in available reliable data.
- The indicators are measurable and are easy to track and capture.
- The indicators are specific to the outcome in question, are related to realistic performance criteria and measure the result as described.
- The data are easily available and relevant to users in terms of timeliness, adequacy, relevance and accessibility.
- The indicators are aligned to national M&E frameworks for NDP 4.

The UNPAF Action Plan and Annual Work Plans shall include all the existing data and, based on the availability of reliable baselines, will use these to benchmark performance. Sufficient resources and time shall be allocated for the monitoring function to ensure that this important task of tracking performance, including the efficacy of resource use, is performed adequately.

6.3 Monitoring

To ensure technical support to and continuous monitoring of the UNPAF, including addressing bottlenecks which may arise in the course of its implementation, the GRN and UN have established a GRN-UN Technical Committee, chaired by the Government, as part of the new strategic compact. The Technical Committee will be responsible for periodic oversight and accountability for collective efforts of the GRN and UN, and addressing common bottlenecks which may arise during implementation of the UNPAF and which cannot be resolved at sectoral level where the TWGs and Pillar Convenors will be engaged. Progress on the implementation of the UNPAF and any challenges noted will be discussed at the Forum of Permanent Secretaries, convened by the Secretary to Cabinet, at least

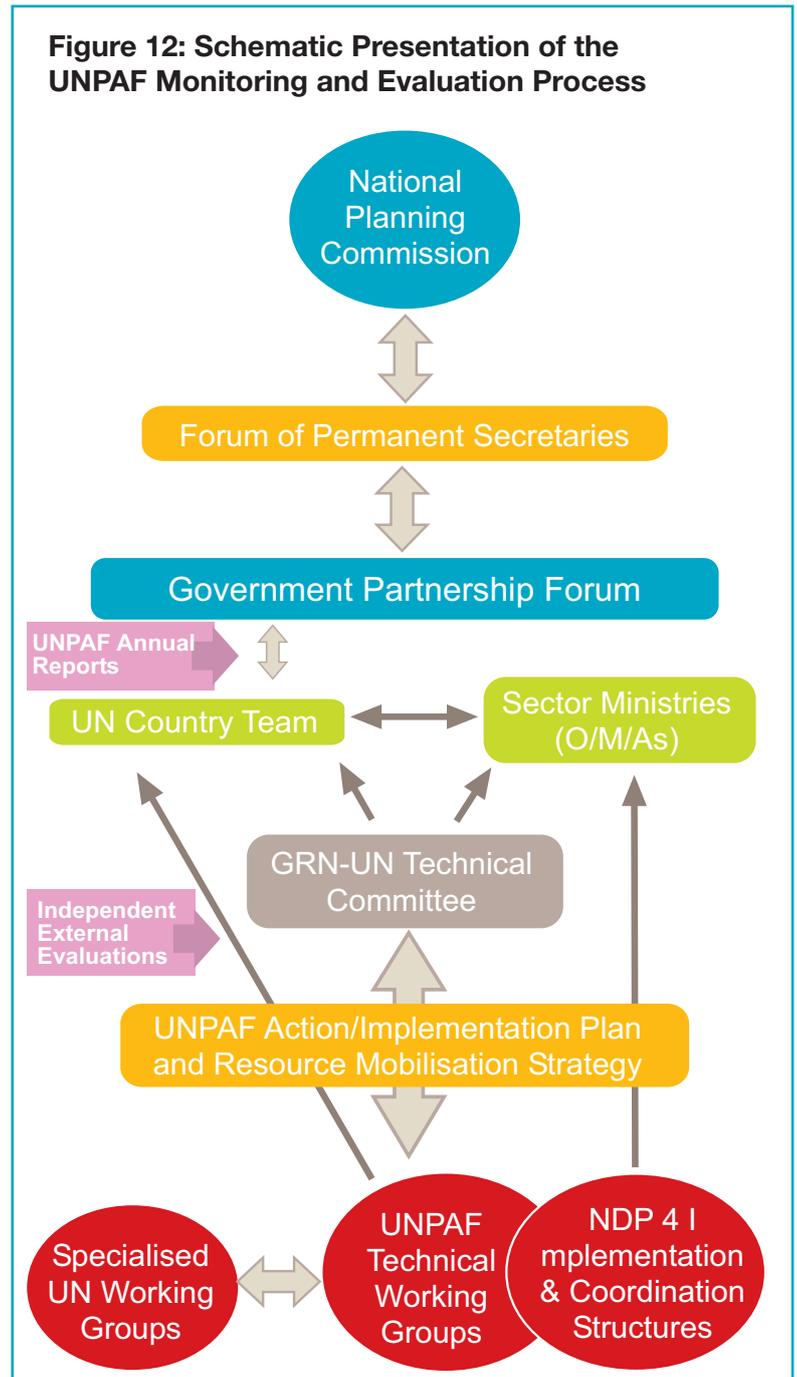
semi-annually, in order to ensure that UNPAF implementation remains on course, and is embedded in and receives buy-in from GRN Accounting Officers.

As part of the M&E process, the GRN and UN have established, at the macro level, a Government Partnership Forum, convened by the Director General of the National Planning Commission (NPC). The Forum will meet annually, bringing together the GRN, UN, other development partners and CSOs as a reporting and information exchange platform for development ideas, including those relating to the implementation of the UNPAF. In compliance with UN corporate and national reporting requirements, the UN through the TWGs and under the overall guidance of the UNCT, will prepare and submit a consolidated Annual Report (drawing on the semi-annual progress reports prepared as part of the implementation process) on progress on the implementation of UNPAF to the Government Partnership Forum and the Annual Sectoral Consultative Mechanism for NDP 4, or any other structures and mechanisms that may be put in place by the GRN (Annex 2). Annual work plans for the following year will also be produced from the Joint Annual Review.

6.4 Evaluation

The GRN and the UN will also commission two independent external evaluations of the UNPAF at the mid-term and end points (Annex 2). The mid-term evaluation will *inter alia*, examine the design, focus and continued relevance of the UNPAF to the national development process and objectives, as well as progress on implementation. It will make appropriate recommendations for consideration by the GRN and the UN, if necessary. The terminal

Figure 12: Schematic Presentation of the UNPAF Monitoring and Evaluation Process



evaluation will examine the impact and sustainability of the activities and national development processes supported under the UNPAF.



Annexes

Annex 1:

The UNPAF Results Framework 48

Annex 2:

The UNPAF Monitoring and Evaluation Timetable, 2014-2018 59

Annex 1: The UNPAF Results Framework

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
By 2017, Namibia is the most competitive economy in the SADC region, according to the standards set by the World Economic Forum	HL Indicator 1 Ease of doing business rank	World Bank Doing Business Index Report	Outcome 1 By 2018, policies and legislative frameworks to ensure transparency, accountability and effective oversight of the management of public affairs are in place and are being implemented	Indicator 1.1 Number of national strategies and action plans to fight corruption Baseline (2013) No anti-corruption strategy and action plan in place Target anti-corruption strategy and action plan in place and implemented	Annual reports of the Anti-Corruption Commission	Risks Weak institutional and staffing capacity Assumptions Continued government commitment to support the drafting and implementation of the National Anti-Corruption Strategy and Action Plan	Government Leadership; Policy formulation; Planning; M&E; programme implementation/service delivery
	Target Global - Among top 25% out of countries surveyed	Transparency International Corruption Perception Index		Indicator 1.2 Percent of Public Accounts Committee (PAC) recommendations that are implemented Baseline 40% (2012) Target At least 70% of reports scrutinised by oversight committees and recommendations implemented	PAC Annual Report	Continued government promotion of CSO participation in the development process Continued availability of adequate human and financial resources	Civil Society Advocacy; Watch dogging; Complementary service delivery
	HL Indicator 2 Corruption Perception Index		Outcome 2 By 2018, the Government and partners are promoting and protecting human rights effectively	Indicator 2.1 Percent of cases of violation of human rights, disaggregated by type and sex, reported to the Ombudsman which are resolved Baseline (2010) 74% Target 95% Indicator 2.2 Percent of 2011 UPR, 2012 CRC recommendations fully implemented Baseline UPR 10% (2012), CRC 0% (2012) Target UPR 50% (2015), CRC 70% (2017)	Annual Reports of the Office of the Ombudsman UPR report 2015	Risks Weak institutional and staffing capacity Assumptions Continued government commitment to support the drafting and implementation of the Human Rights Strategy and Action Plans Continued government promotion of CSO participation in the development process	Development Partners Technical assistance; Capacity development; Knowledge brokering; Provision of catalytic financial support; Promotion of multi-sectoral coordination

⁶⁹ The partners and their roles have been identified in broad and generic terms only. The specific O/M/As, CSOs, academic institutions, private sector entities and development partners and their roles will be detailed in UNPAF Action/Implementation Plan.

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
Driven by improved M&E mechanisms as well as improved accountability, supported by appropriate reward/sanction schemes and entrenched culture of performance management in the public sector, the execution rate of NDP 4 has improved significantly	HL Indicator 3 NDP annual execution rate Baseline (tbc) Target (tbc) (2018)	NDP Annual Review Reports	Outcome 3 By 2018, functional monitoring and evaluation, and statistical analysis systems are in place to monitor and report on progress	Indicator 2.3 Proportion of women's representation in key decision-making bodies at all levels Baseline 25% of parliamentarians Target 35% of parliamentarians (2018) [on the way to 50% by 2025] Indicator 2.4 Percent of O/M/As implementing the National Gender Plan of Action in line with their mandate Baseline 2012 (MGECW, MJ, MD, MSS and MAWF) Target A minimum of 70% of O/M/As have integrated gender in their plans and strategies	Electoral Commission of Namibia and MGECW Annual Reports Annual Work Plans and budget allocations of the various O/M/As	Continued availability of adequate human and financial resources. Availability of skills in respective O/M/As to develop and implement gender-related activities	Government Leadership; Policy formulation; Planning; M&E; programme implementation/ service delivery Civil Society Advocacy; Watch dogging; Complementary service delivery
				Indicator 3.1 Existence of an appropriate national M&E framework Baseline None (2013) Target Established by end 2014 Indicator 3.2 Existence of a functional integrated national M&E system Baseline NIMRIS is operational but geared to NDP 3. No integrated national M&E system in place (2013) Target 1st functional version of system in place by end of 2015 Indicator 3.3 Availability of credible core integrated sex-disaggregated socioeconomic statistical datasets that meet regional and international standards Baseline Not fully available, nor integrated. (2013) Target Available by 2016	Progress Reports from NPC Progress Reports from NPC Namibia Statistical Agency website	Risks Persistence of ad hoc, small-scale and fragmented approaches to M&E Failure to attract and retain qualified staff to operationalise the monitoring and evaluation system Assumptions Continued government commitment to data transparency Sustained government commitment to accountability at all levels	

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
				<p>Indicator 3.4 Time between completion of survey/census field work and production of survey reports and micro-dataset Baseline NHIES - 18 months; Census 2011 - more than 24 months Target 12 months</p> <p>Indicator 3.5 External evaluations conducted in conjunction with NDP 4 mid-term and terminal reviews Baseline not applicable Target Mid-Term evaluation by mid-2015; Terminal evaluation by end 2016, i.e. before preparation of NDP 5</p>	<p>Survey Reports</p> <p>Evaluation Reports</p>		<p>Development Partners Technical assistance; Capacity development; Knowledge brokering; Provision of catalytic financial support; Promotion of multi-sectoral coordination</p>
	<p>Outcome 4 By 2018, Namibia complies with most of her international treaties' accession/ ratification, monitoring and reporting obligations</p>			<p>Indicator 4.1 Number of reports to international treaty bodies submitted on time Baseline CRC - Sept 2012; UPR - Jan 2011; NBSAP 1 reviewed; SNC to the UNFCCC submitted Target CRC - October 2017; UPR - 2014 (2014 and 2017); Namibia's NBSAP 2 prepared and submitted to the UN CBD and is implemented; Namibia's BUR and TNC prepared and submitted to UNFCCC</p> <p>Indicator 4.2: Number of international treaties ratified by the GRN Baseline 21 (2012) Target 27</p>	<p>UNOHCHR website</p> <p>Annual reports of international treaty bodies</p> <p>Annual reports of Parliament</p>	<p>Risks Inadequate institutional role clarity, individual accountability and staffing capacity limitations for timely treaty body reporting</p> <p>Lack of availability of data on performance against treaty body commitments</p>	

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
<p>By 2017, Namibia is characterised by a high quality and internationally recognised education system that capacitates the population to meet current and future market demands for skills and innovation</p>	<p>HL Indicator 4 Net Enrolment Rate (pre-primary, primary, secondary) Baseline (2011) 31%, 99.8%, 57% respectively Target (2018) 40%, 100%, 70%, respectively</p> <p>HL Indicator 5 Literacy rate of 15-24 year olds Baseline (2009/2010) 96% Target (2018) 100%</p> <p>HL Indicator 6 Survival rate to grade 8 and 11 Baseline (2011) Grade 8 - 81%; Grade 11 - 46% Target (2018) Grade 8 - 90%; Grade 11 - 55%</p> <p>HL Indicator 7 Percent of national budget allocated to R&D Baseline (2011) 0.3% (for R&D) Target (2018) 1% (for R&D)</p>	<p>EMIS EFA & MDG Progress Reports NHIES EMIS</p>	<p>Outcome 5 By 2018, Namibia is implementing policies and programmes that improve learning outcomes at all levels</p>	<p>Indicator 5.1 Percent of learners who score basic and above in Grade 5 and 7 national SAT Baseline (2011) English - 46%; Maths - 43% Target English - 54%; Maths - 51 %</p> <p>Indicator 5.2 Percent of grade 8 learners receiving Life Skills education Baseline (2012) 60% Target (2018) 97%</p> <p>Indicator 5.3 National Research agenda developed in line with national needs and work plan published Baseline None Target (2018) 100 R&D projects initiated</p> <p>Indicator 5.4 Percent of graduates employed in areas of speciality</p>	<p>National SAT SACMEQ (Regional)</p> <p>MoE annual report</p> <p>NCRST/MoE annual reports</p> <p>Survey reports, Ministry of Labour, NPC</p>	<p>Risks Inadequate commitment and collaboration among O/M/As Lack of funding Non-functioning of accountability structures Lack of capacity within CSOs Failure to act on evaluation recommendations</p> <p>Assumptions Continued priority allocation to and effective utilisation of funds in the education sector Continued timely availability of key personnel from O/M/As Synchronisation of UNPAF activities with ongoing education sector policy review processes</p>	<p>Government Leadership; Policy formulation; Planning; M&E; programme implementation/ service delivery</p> <p>Civil Society Advocacy; Watch dogging; Complementary service delivery</p> <p>Development Partners Technical assistance; Capacity development; Knowledge brokering; Provision of catalytic financial support; Promotion of multi-sectoral coordination</p>

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
By 2017, all Namibians have access to a quality health system in terms of prevention, cure and rehabilitation, and the country is characterised by an improvement in the 2011 baseline figure of 57 for a healthy adjusted life expectancy to 59	<p>HL Indicator 8 Proportion of children under 5 years who are stunted Baseline 29% (2006/07) Target Below 20%</p> <p>HL Indicator 9 HIV prevalence among pregnant women aged 15-24 years Baseline 8.9% (2012) Target 5%</p> <p>HL Indicator 10 Proportion of children receiving all basic vaccinations by 12 months of age, by wealth quintile Baseline (NDHS 2006/07) Highest wealth quintile - 81.6% Lowest wealth quintile - 58.8% Target Highest wealth quintile - 85% Lowest wealth quintile - 85%</p>	Special Surveys ANC Sentinel Surveillance Reports NHDS	<p>Outcome 6 By 2018, Namibia will have accountable and well-coordinated multi-sectoral mechanisms to reduce the burden of priority diseases and conditions, address social, economic and environmental determinants of health and improve health outcomes</p>	<p>Indicator 6.1 Percentage of O/M/As and RCs implementing employee wellness and occupational health and safety programmes Baseline 4/33 and 0/13 (2012/13) Target All 33 O/M/A and 13 RCs</p> <p>Indicator 6.3 Proportion of population practicing open defecation Baseline 52% (2010) Target 25%</p> <p>Indicator 6.4 Percent of women and men aged 15-24 who received an HIV test in the past 12 months and know their results Baseline women 23.2%; men 10.5% Targets women 40%; men 25%</p> <p>Indicator 6.5: Percentage of TB patients known to be HIV+ started on ARVs Baseline: 71 % (2012) Targets: 80%</p> <p>Indicator 6.6 Recorded adult (15+years) per capita consumption in litres of pure alcohol Baseline 9.6 litres Target 6.2 litres</p> <p>Indicator 6.7 Teenage pregnancy Baseline 15.6% Targets 8.05%</p>	OPM Annual reports WHO/UNICEF Joint Monitoring Report (Progress on Drinking Water and Sanitation) MoHSS Annual reports MOHSS Annual reports/private sector reports WHO Reports, Special Surveys NDHS, Special Surveys	<p>Risks Global financial crisis persists Human resource challenges are not adequately addressed Natural or man-made disasters Further reduction of external funding and technical assistance Ineffective multi-sectoral coordination of stakeholders Poverty and unemployment not adequately addressed</p> <p>Assumptions Namibia continues to enjoy peace and stability, economic growth and macroeconomic stability Health remains a priority area for Government, civil society and other partners Health Sector Strategic Plan developed by 2014 Government and domestic partners continue to prioritise HIV Government prioritising social justice and equity Decentralisation agenda is advanced</p>	<p>Government Leadership; Policy formulation; Planning; M&E; programme implementation/ service delivery</p> <p>Civil Society Advocacy; Watch dogging; Complementary service delivery</p> <p>Development Partners Technical assistance; Capacity development; Knowledge brokering; Provision of catalytic financial support; Promotion of multi-sectoral coordination</p>

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
	<p>HL Indicator 11 Maternal Mortality Ratio Baseline 200/100 000 (2011) Target 100/100 000</p> <p>HL Indicator 12 Under-5 Mortality Rate Baseline 42/1 000 (2011) Target 24/1 000</p> <p>HL Indicator 13 Total Health Expenditure (THE) as percent of government expenditure Baseline 14.3% (2008/09) Target 15%</p>	<p>WHO/ UNICEF/ UNFPA/World Bank MMR estimates</p> <p>Child Mortality Report 2012 (Inter-Agency Group)</p> <p>NHA</p>	<p>Outcome 7 By 2018, Namibia will have a strengthened health system that delivers quality, accessible, affordable, integrated, and equitable health care</p>	<p>Indicator 7.1 Number of national health sector joint review and planning meetings Baseline 0 (2012) Target 2</p> <p>Indicator 7.2 Percent of health facilities providing integrated SRH and HIV services Baseline 10% Target 40%</p> <p>Indicator 7.3 Proportion of health budget allocated to MNCH Baseline 2.7% Target 43.9%</p> <p>Indicator 7.4 Health workers/population ratio in the public sector Baseline 2 per 1 000 Target 2.5 per 1 000</p> <p>Indicator 7.5 Number of health facilities providing EMONC services Baseline 4 (2006) Target 10</p>	<p>MoHSS Annual Reports</p> <p>HMIS, Surveys</p> <p>NHA</p> <p>Health Systems Review</p> <p>Special surveys</p>		

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
			<p>Outcome 9 By 2018, the National Gender Plan of Action and Gender Based Violence Plan of Action are being implemented effectively</p>	<p>Indicator 9.1 Number of key government economic empowerment projects integrating a gender perspective in planning, implementation and evaluation. Baseline none Target All key government economic empowerment projects integrate a gender perspective in planning, implementation and evaluation by the end of 2018</p> <p>Indicator 9.2 Existence of coordination mechanism for effective implementation for Gender-Based Violence Plan of Action Baseline None Target Coordination mechanism for gender and GBV fully operational</p> <p>Indicator 9.3 Gender-based violence prevalence Baseline 40% in 2006 Target Prevalence drops to below 30%</p> <p>Indicator 9.4 Percent of gender-based violence survivors having access to mitigation services Baseline 0 Target 50%</p>	<p>Reports from line ministries and CSOs</p> <p>AWPS of respective OMAs</p>	<p>Risks Existing gender stereotypes in O/M/As Inadequate commitment and cooperation from government O/M/As</p> <p>Assumptions Government continues to prioritise action and funding on gender</p> <p>Existing human resources within Government, capacitated to mainstream gender in programmes and budgets effectively</p>	

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
			<p>Outcome 10 By 2018, the national social protection system is strengthened and expanded to poor and vulnerable households and individuals</p>	<p>Indicator 10.1 Existence of integrated standards and procedures for managing social grants and food and non-food based programmes Baseline No standards and procedures in existence Target Systems for monitoring food-based programmes in place</p> <p>Indicator 10.2 Percent of disabled persons, pensioners and poor and vulnerable children receiving social grants Baseline 24.9%, 91% and 10.5%, respectively Target 50%, 98% and 30%, respectively</p> <p>Indicator 10.3 Percent of vulnerable children, disaggregated by gender, who benefit from the school feeding programme Baseline 78% Target 100%</p> <p>Indicator 10.4 Percent of vulnerable people who have adequate access to food during emergencies Baseline 21% Target At least 35%</p> <p>Indicator 10.5 Percent of children under 5 years with access to formal national documents and civil registration Baseline Birth registration for children under 5 - 67% Target birth registration for children under 5 - 80%</p>	<p>Reports from WFP/OPM partnership</p> <p>MoLSW data base MGECW data base NHIES</p> <p>MoE EMIS and school feeding database and reports</p> <p>Annual NamVAC Reports</p> <p>MAWIF Agricultural Inputs and Household Food Security Situation Report MoHAI data base</p>	<p>Risks Impending national elections may lead to shift in GRN priorities Data on access to formal and informal social protection is fragmented and insufficient</p> <p>Assumptions Government continues to show commitment to the expansion of the social protection system M&E systems improved for tracking use of social grants and services by vulnerable groups Proposed changes in eligibility for child welfare grants are adopted and implemented Barriers in accessing civil registration continue to be addressed</p>	

NDP 4 Desired Outcomes	High (National) Level Indicators	Means of Verification	UNPAF Outcomes	UNPAF Indicators, Baselines and Targets	Means of Verification	Risks and Assumptions	Partners & Their Roles ⁶⁹
<p>Namibia is the most competitive tourist destination in Africa by 2017, as measured by the World Economic Forum Travel and Tourism Competitiveness Index. Namibia ranking has increased from being third in SSA with an overall ranking of 3.84 out of 7.0 (2011/12) to being first, with ranking of at least 4.40 out of 7.0</p>	<p>N/A</p>	<p>N/A</p>	<p>Outcome 12 By 2018, institutional frameworks and policies needed to implement the Environmental Management Act (2007), National Climate Change Policy (2011) and international conventions are in place and are being implemented effectively</p>	<p>Indicator 12.1 Number of environmental institutions fully equipped with relevant standards, guidelines and specialised skills Baseline (2012) Environmental Commission established in 2011 Target At least 3 institutions, including the Environmental Commission, establish and operationalise standards, procedures and guidelines for implementing the Environmental Management Act (2007)</p> <p>Indicator 12.2 Number of public and commercial buildings using renewable and efficient technologies Baseline (2012) Lack of efficient energy technologies, appliances and practices in buildings Target (2014, 2017) GBCNA registered and is operational; at least 20 new buildings using renewable and efficient technologies</p> <p>Indicator 12.3 Number of line ministries, RCs, communities, and partners implementing the national policy and strategy on climate change Baseline (2012) Strategy and Action Plan on climate change in place Target (2014, 2017) At least 2 specific sector operational plans prepared</p> <p>Indicator 12.4 Number of line ministries, communities, and partners implementing the National Disaster Risk Management Policy and Strategy Baseline (2012) National Disaster Risk Management Bill in place Target (2014, 2017) At least 6 ministries, 12 communities and 6 partners adopt and are utilising DRM management and operational guidelines and procedures</p>	<p>MET Reports</p> <p>WGBC Website and Data Pool</p> <p>Reports from MET, MAWF, REEEI and MME</p> <p>Reports from WFP/OPM partnership</p> <p>Reports from MET, MAWF, MLR and MFMR</p>	<p>Risks: Lack of staff with appropriate or pivotal competencies Lack of data collection and reporting capacity within national institutions Lack of cooperation and coordination between stakeholders Namibia's vulnerability to climate change and variability Lack of donor partner's support and domestic resources from Government</p> <p>Possible change in national priorities if there is a change in Government at elections</p> <p>Assumptions Cost of energy from conventional sources continues to increase, forcing owners of buildings to acquire renewable energy technologies and adopt efficient energy measures The Namibian Standards Institution will adopt and make the recommended standards and practices compulsory Disaster risk management remains a priority for Government and other stakeholders, and receives budgetary support,</p>	<p>Government Leadership; Policy formulation; Planning; M&E; programme implementation/ service delivery</p> <p>Civil Society Advocacy; Watch dogging; Complementary service delivery</p> <p>Development Partners Technical assistance; Capacity development; Knowledge brokering; Provision of catalytic financial support; Promotion of multi-sectoral coordination</p>

Annex 2: The UNPAF Monitoring and Evaluation Timetable, 2014-2018

YEAR	2014				2015				2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Monitoring Activities																				
Continuous monitoring and production of 6-monthly UNPAF progress reports																				
Quarterly meetings of Pillar Thematic Working Groups																				
Quarterly meetings of NDP 4 Sectors (March, June, September, November)																				
Quarterly meetings of the M&E Committee																				
II. Evaluations																				
Joint annual reviews of UNPAF Pillars																				
Mid-term evaluation of UNPAF																				
Terminal evaluation of UNPAF																				
III. Reviews																				
Joint annual review of UNPAF- with GRN																				
Review of the Thematic Technical Working Groups																				
Quarterly meetings of the Joint UN-GRN Technical Committee (March, June, September, November)																				
IV. Planning Processes																				
Annual Work Plans																				
Establishment of an M&E Committee for UNPAF																				
Establishment of an M&E sub-committee for each pillar																				
Preparation of the ToRs for mid-term evaluation of UNPAF																				
Preparation of the ToRs for terminal evaluation of UNPAF																				

