

# **Evaluation of Namibia WFP Country Strategic Plan 2017-2023**

Terms of reference



**April 2022**

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# 1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

## 1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

## 1.2. CONTEXT

### General overview

4. Located on the South-West Atlantic Coast of Africa Namibia is the driest country in the region and is characterized by a variety of landscapes, from the Namib and Kalahari deserts to the central plateau and the woodlands of the Kavango and Caprivi<sup>1</sup>. The country is a stable multiparty democracy and has been governed by the South-West Africa People's Organization (SWAPO) since its independence from South Africa in 1990<sup>2</sup>.

5. According to the latest demographic survey conducted in 2016, Namibia has a population of 2.3 million<sup>3</sup>. It is the second least densely populated country in the world with just 3 persons per square kilometre<sup>4</sup>. The majority of the Namibian population (52 percent) lives in rural areas<sup>5</sup>. Life expectancy at birth is 63.7 years<sup>6</sup>, with an under-five mortality rate of 42.4<sup>7</sup> per 1,000 live births and a maternal mortality ratio of 195 per 100,000 live births<sup>8</sup>. The total fertility rate is 3.3 children per woman<sup>9</sup>, while the adolescent fertility rate is 59.6 births per 1,000 girls<sup>10</sup>.

6. Namibia's official language is English. However, according to the 2016 census, Oshiwambo languages were reported as the most spoken (49.7 percent), followed by Nama/Damara (11.0 percent), Kavango languages (10.4 percent) Afrikaans (9.4 percent) and Herero languages (9.2) percent<sup>11</sup>. The predominant religion is Christianity (97.5 percent)<sup>12</sup>.

7. Namibia has a generalized HIV epidemic. In 2020, the HIV prevalence among adults aged 15-49 years was estimated at 11.6 percent<sup>13</sup>. Prevalence is higher among women (14.9 percent) than men (8.3 percent). In terms of mortality, HIV is a leading cause of death<sup>14</sup>. Nevertheless, following the launch of the first ever population-based HIV survey<sup>15</sup>, Namibia was one of the first countries to exceed many of the 90-90-90

<sup>1</sup> Ministry of Environment, Forestry and Tourism, *About Namibia*. Accessed on 31/12/2021.

<sup>2</sup> Freedom House. 2021. *Namibia*. Accessed on 31/12/2021.

<sup>3</sup> NSA. 2016. *Namibia Inter-censal Demographic Survey 2016 Report*.

<sup>4</sup> World Bank. 2020. *Population density (people per sq. km of land area) – Namibia*. Accessed on 31/12/2021.

<sup>5</sup> NSA. 2016. *Namibia Inter-censal Demographic Survey 2016 Report*.

<sup>6</sup> World Bank. 2019. *Life expectancy at birth, total (years) – Namibia*. Accessed on 31/12/2021.

<sup>7</sup> World Bank. 2019. *Mortality rate, under-5 (per 1,000 live births) – Namibia*. Accessed on 31/12/2021.

<sup>8</sup> World Bank. 2017. *Maternal mortality ratio (modeled estimate, per 100,000 live births) – Namibia*. Accessed on 31/12/2021.

<sup>9</sup> World Bank. 2019. *Fertility rate, total (births per woman) – Namibia*. Accessed on 31/12/2021.

<sup>10</sup> World Bank. 2019. *Adolescent fertility rate (births per 1,000 women ages 15-19) – Namibia*. Accessed on 31/12/2021.

<sup>11</sup> NSA. 2016. *Namibia Inter-censal Demographic Survey 2016 Report*.

<sup>12</sup> CIA World Factbook. 2021. *Namibia*.

<sup>13</sup> UNAIDS. 2020. *Namibia*. Accessed on 31/12/2021.

<sup>14</sup> NSA. 2020. *Report on Mortality and Causes of Deaths in Namibia, 2016 – 2017*.

<sup>15</sup> CDC. 2017. *Namibia Population-Based Hiv Impact Assessment Namphia 2017*.

targets set by UNAIDS in 2014<sup>16</sup>. In 2020, 90 percent of people living with HIV knew their status. Similarly, 88 percent of Namibians living with HIV were taking antiretroviral drugs (ART). Finally, 80 percent of people on treatment reported to have suppressed viral loads<sup>17</sup>.

### National policies and the SDGs

8. The Vision 2030 is Namibia's overarching policy framework for long-term national development that was launched in June 2004 in order to improve the quality of life of the Namibian people by the year 2030<sup>18</sup>. As a broad and unifying instrument, it provides guidance for the country's five-year national development plans (NDP) and the Harambee Prosperity Plans (HPP).

9. Specifically, the 5th National Development Plan (NDP5) 2017/18-2021/22 builds on the previous NDPs and seeks to realize four strategic goals: achieve inclusive, sustainable, and equitable economic growth; build capable and healthy human resources; ensure sustainable environment and enhance resilience; and promote good governance through effective institutions<sup>19</sup>. The NDP5 is complemented by the Harambee Prosperity Plan I (2016-2020)<sup>20</sup> and Harambee Prosperity Plan II (2021-2025)<sup>21</sup>. The HPP is a focused and targeted action plan. Both the NDP5 and the HPP II have fully absorbed the Agenda 2030. Moreover, in implementing the national development agenda, Namibia is working toward the realization of the African Union (AU) Agenda 2063<sup>22</sup> and the Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (RISDP)<sup>23</sup>.

10. Namibia completed two Voluntary National Reviews (VNR) in 2018 and 2021. While its first VNR targeted a selected number of Sustainable Development Goals (SDGs)<sup>24</sup>, the second VNR focused on the economic, social, and environmental dimensions of the SDGs<sup>25</sup>.

### Macroeconomic Overview, Poverty and Inequality

11. Namibia has been classified as an upper-middle-income country since 2009. Its economy is driven by foreign direct investments in the mining sector, by manufacturing, and public services<sup>26</sup>. While it recorded an average annual growth of 4.4 percent between 1991 and 2015<sup>27</sup>, in 2016, the trend of economic growth started reversing and the real GDP contracted<sup>28</sup>. In 2018, Namibia recorded one of the highest unemployment rates in the region (33.4 percent), the highest being amongst the youth (46.1 percent)<sup>29</sup>. The Covid-19 pandemic further hit the economy hard. In 2020 the GDP contracted by 8.5 percent driven by sharp declines in all key industries of the country (*i.e.*, services, mining, tourism, transport, manufacturing, trade and construction)<sup>30</sup>. In 2021 and 2022, the economy was projected to grow respectively by 1.5 percent and by 3.3 percent, mainly due to better prospects for the mining industry and most of the tertiary sector<sup>31</sup>.

12. In 2020, Namibia ranked 130<sup>th</sup> out of 189 countries in the Human Development Index (HDI)<sup>32</sup>. Following years of sustained growth, Namibia experienced a significant reduction of poverty, from 27.6 in 2004 to 17.4 percent in 2016. However, based on data from the latest Namibian Household Income and Expenditure Survey (NHIES)<sup>33</sup>, 43.3 percent of the population are affected by multidimensional poverty with a higher chance of experiencing multiple deprivations in rural (59.3 percent) than in urban areas (25.3

<sup>16</sup> Sophie Edwards. *Inside Namibia's HIV success story*. DEVEX. 14 August 2018.

<sup>17</sup> UNAIDS. 2020. Namibia. Accessed on 31/12/2021.

<sup>18</sup> Office of the President. 2004. *Namibia Vision 2030*.

<sup>19</sup> Republic of Namibia. 2017. *Namibia's 5th National Development Plan (NDP5)*.

<sup>20</sup> Republic of Namibia. 2016. *Harambee Prosperity Plan I*.

<sup>21</sup> Republic of Namibia. 2021. *Harambee Prosperity Plan II 2021-2025*.

<sup>22</sup> African Union. 2015. *Agenda 2063*.

<sup>23</sup> SADC. 2020. *SADC Regional Indicative Strategic Development Plan (RISDP) 2020-2030*.

<sup>24</sup> National Planning Commission. 2018. *Voluntary National Review 2018*.

<sup>25</sup> Office of the President, National Planning Commission. 2021. *Namibia's Second Voluntary National Review Report on the Implementation of the Sustainable Development Goals Towards Agenda 2030*.

<sup>26</sup> Humavindu, M. N., & Stage, J. 2013. *Key sectors of the Namibian economy*. Journal of Economic structures, 2(1), 1-15.

<sup>27</sup> World Bank. 2021. *The World Bank in Namibia*.

<sup>28</sup> Bank of Namibia. 2019. *20th Annual Symposium Escaping the Middle-Income Trap: A Perspective from Namibia*.

<sup>29</sup> NSA. 2018. *The Namibia Labour Force Survey 2018 Report*.

<sup>30</sup> Bank of Namibia. 2020. *Economic Outlook Update*. December 2020.

<sup>31</sup> Bank of Namibia. 2021. *Economic Outlook Update*. December 2021.

<sup>32</sup> UNDP. 2020. *Human Development Report*.

<sup>33</sup> NSA. 2016. *Namibia Household Income and Expenditure Survey (NHIES) 2015/2016 Report*.

percent)<sup>34</sup>. The country has experienced a steady reduction of income inequality (Gini coefficient from 64.6 in 1993 to 59.1 in 2015)<sup>35</sup> but remains one of the most unequal countries in the world<sup>36</sup>.

13. As of 31 December 2021, Namibia recorded 146,459 cases of Covid-19 and 3,613 deaths since the first case reported on March 13, 2020<sup>37</sup>. Only 13.3 percent of the population is fully vaccinated.

#### Climate change, disasters, and vulnerability

14. Namibia's climate consists of unpredictable and variable rainfall patterns, high temperature variability and scarcity of water<sup>38</sup>. As many countries of the region, it is prone to floods, droughts, and wild and man-induced fires. Flooding is the most regularly occurring hazard. For instance, in 2011 floods impacted nearly 500,000 people, with over 60,000 displaced and 65 deaths<sup>39</sup>. Between 2013 and 2016, 450,000 people were affected by drought, which in 2015 and 2016 was also exacerbated by the El Niño Southern Oscillation (ENSO)<sup>40</sup>. In 2018 and 2019, the country was affected by the most severe drought event of the last 90 years. The combination of low rainfall and low soil moisture exposed one third of Namibia's population to food insecurity and led to the death of nearly 90,000 livestock<sup>41</sup>.

15. Namibia is further prone to wild and man-induced fires. It is estimated that more than 1 million hectares of forest and open land is burned every year, which results in environmental degradation, loss of biodiversity and economic disruption for local communities<sup>42</sup>. Future climate projections indicate that the temperatures are expected to increase progressively by 2.0°C to as much as 5.4°C throughout the end of the century. Conversely, the precipitation rates are likely to decrease by as much as 19 percent by the 2080s. Overall, the estimated effects of climate change and vulnerability could result in an annual decrease of 6.5 percent of the country's GDP<sup>43</sup>.

#### Food and nutrition security

16. In the 2021 Global Hunger Index (GHI), Namibia ranks 80<sup>th</sup> out of 116 countries with a GHI of 20.2 labelled as "serious"<sup>44</sup>. The prevalence of undernourishment has increased in the last 15 years from 18.2 percent in the period 2004-2006 to 19.8 percent in 2018-2020<sup>45</sup>. Likewise, severe food insecurity has increased from 29.9 percent in the years 2014-2016 to 32.1 percent in the period 2018-2020<sup>46</sup>.

17. According to IPC reports, key drivers of food insecurity include recurrent natural hazards, such as droughts and floods, reduced agricultural production and, lastly, the Covid-19 pandemic and price shocks. Between October and November 2021, approximately 659,000 people (26 percent of the population) were facing high levels of acute food insecurity with a projected increase up to 750,000 for the period December 2021 – March 2022 (Figure 1)<sup>47</sup>.

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<sup>34</sup> NSA. 2021. *Namibia Multidimensional Poverty Index (MPI) REPORT 2021*.

<sup>35</sup> World Bank. 2021. *The World Bank in Namibia*.

<sup>36</sup> Caelainn Barr. 2017. *Inequality index: where are the world's most unequal countries?* The Guardian.

<sup>37</sup> WHO. 2021. *Namibia*. Accessed on 31/12/2021.

<sup>38</sup> World Bank Group. 2021. *Climate Risk Profile: Namibia*.

<sup>39</sup> Kapuka, A., & Hlásny, T. 2020. *Social Vulnerability to Natural Hazards in Namibia: A District-Based Analysis*. Sustainability, 12(12), 4910.

<sup>40</sup> Kapuka, A., & Hlásny, T. 2020. *Social Vulnerability to Natural Hazards in Namibia: A District-Based Analysis*. Sustainability, 12(12), 4910.

<sup>41</sup> Shikangalah, R. N. 2020. *The 2019 drought in Namibia: an overview*. J. Namibian Stud, 27, 37-58.

<sup>42</sup> Kapuka, A., & Hlásny, T. 2020. *Social Vulnerability to Natural Hazards in Namibia: A District-Based Analysis*. Sustainability, 12(12), 4910.

<sup>43</sup> World Bank Group. 2021. *Climate Risk Profile: Namibia*.

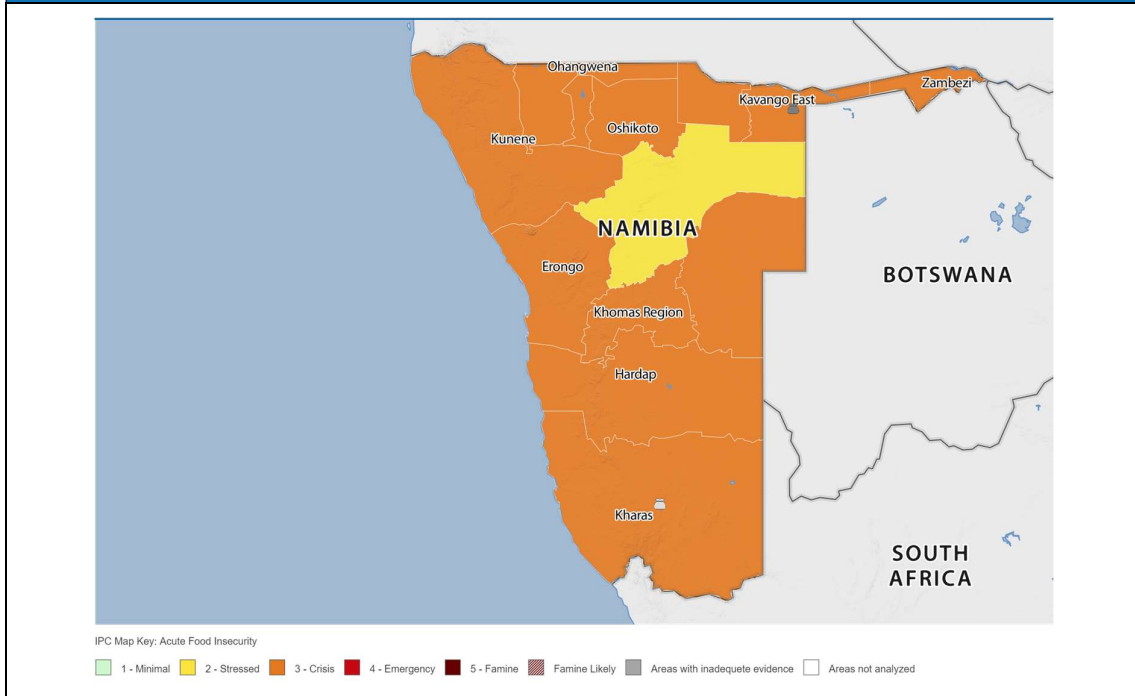
<sup>44</sup> GHI. 2021. *Namibia*. Accessed on 05/01/2022.

<sup>45</sup> FAO. 2021. *The state of food security and nutrition in the world*.

<sup>46</sup> *Ibid.*

<sup>47</sup> IPC. 2021. *Namibia: IPC Acute Food Insecurity Analysis*, October 2021 - March 2022.

**Figure 1: Namibia, IPC acute food insecurity situation (projection December 2021 – March 2022)**



Source: *Integrated Food Security Phase Classification (IPC)*.

18. The percentage of stunted children under five years old has slightly improved over the last years, decreasing from 24.1 percent in 2012 to 18.4 percent in 2020 while the percentage of overweight in children under five years old has increased from 4.3 percent to 5.0 percent<sup>48</sup>. In the period 2014-2020, 7.0 percent of the children under five years old were wasted, while 3.0 percent was severely wasted<sup>49</sup>.

### Agriculture

19. In the third quarter of 2021, the Agriculture, Forestry and Fishing sector accounted for 7.6 percent of Namibia's GDP and the sector employed 21.85 percent of the total labour force 2019<sup>50</sup>. Namibia produces cereal crops, such as white maize, wheat, and mahangu/pearl millet, however, in the third quarter of 2021, it recorded a trade deficit in cereal grain (N\$227.6 million), a deterioration compared to the corresponding quarter of 2020 (N\$171.6 million)<sup>51</sup>.

20. According to the latest Census of Agriculture, 66 percent of Namibia's farms were owned by males. The majority of farms (61 percent) were reported as commercial and further used land for grazing (74.7 percent).

### Education

21. The Constitution of Namibia recognizes the right of education to all persons and makes free primary education compulsory. Moreover, children are not allowed to leave school until they have completed their primary education or have attained the age of sixteen years old<sup>52</sup>. The government further introduced universal primary and secondary education respectively in 2013 and 2016<sup>53</sup> and according to latest

<sup>48</sup> FAO. 2021. *The state of food security and nutrition in the world*.

<sup>49</sup> UNICEF. 2021. *The State of the World's Children 2021, interactive dashboard and statistical tables*. Accessed on 05/01/2022.

<sup>50</sup> World Bank. 2019. *Employment in agriculture (% of total employment) (modeled ILO estimate) – Namibia*. Accessed on 05/01/2022.

<sup>51</sup> NSA. 2021. *Agriculture, Forestry and Fishing Sector Statistical Bulletin - Third Quarter 2021*.

<sup>52</sup> Constitution of Namibia. Article 20.

<sup>53</sup> UNICEF. 2020. *Education Budget Brief 2020/21*.



intercensal demographic survey, enrolment rates were high for the population aged 7 to 15 years old, reaching the threshold of 90 percent for both girls and boys<sup>54</sup>.

22. In terms of spending in education, the MoEAC was allocated 19.5 percent (N\$14.2 billion) of the total budget for the year 2020/21, representing 8 percent of the GDP. Overall, in the period 2015-20, the country invested an average of 8 percent of the GDP in education, 2.6 points higher than 5.4 percent benchmark set for middle income countries<sup>55</sup>.

## Gender

23. Significant progress has been achieved in women politics and decision-making positions. In 2021, 41.7 percent of parliamentary seats were held by women, an increase from 25.6 percent in 2014<sup>56</sup>. Likewise, women represent 48 percent of local councillors and 47 percent of Deputy ministers. Moreover, 91.7 percent of the country's legal framework that promotes, enforces, and monitors gender equality is currently in place<sup>57</sup>.

24. In 2021 Namibia ranked 6<sup>th</sup> out of 156 countries in the 2021 Global Gender Gap Index, becoming the first high-ranked African country on the list<sup>58</sup>. While the gender wage gap is less prominent, the wealth distribution is highly unequal<sup>59</sup>. Namibia indeed ranks 106<sup>th</sup> out of 162 countries in the 2019 Gender Inequality Index (GII)<sup>60</sup>. The labour force participation rate for females is 69.1 percent compared to 73.5 percent for males. As for the unemployment rate, it is slightly higher for women (34.3 percent) than for men (32.5 percent)<sup>61</sup>.

25. Sexual and gender-based violence (SGBV) remains a concern in Namibia. According to the latest demographic and health survey, 33 percent of married women aged 15-49 reported to have experienced physical, sexual, and/or emotional violence from their spouse. 28 percent of women and 22 percent of men aged 15-49 further justified beating as an acceptable way for a husband to discipline his wife<sup>62</sup>.

## Migration, refugees and internally displaced people

26. Although data sources on migration are limited, Namibia is exposed to internal and international migration. According to the 2015 report, nearly 41,000 residents migrated to different regions between 2010 and 2011, whereas 707,000 residents migrated to different constituencies in 2011 compared to places of birth. As for international migration, more than 93,000 residents (4.5 percent of the population) reported in 2011 to be born outside of Namibia. The top five countries of the foreign born were Angola (38,076), South Africa (21,209), Zambia (10,299), Zimbabwe (5,770) and Germany (3,670)<sup>63</sup>. Moreover, in 2015 the country was hosting 2,914 refugees and asylum-seekers<sup>64</sup>.

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<sup>54</sup> NSA. 2016. *Namibia Inter-Censal Demographic Survey*.

<sup>55</sup> UNICEF. 2020. *Education Budget Brief 2020/21*.

<sup>56</sup> UNWOMEN. 2020. *Namibia Country Report 2014-2019*.

<sup>57</sup> UNWOMEN. 2021. *Namibia*. Accessed on 05/01/2022.

<sup>58</sup> WEF. 2021. *Global Gender Gap Report 2021*.

<sup>59</sup> Amy Helmendach. 2021. *The Gender Wage Gap in Namibia*. The Borgen Project. 26 November 2021.

<sup>60</sup> UNDP. 2020. *Human Development Report Namibia*.

<sup>61</sup> NSA. 2019. *The Namibian Labour Force Survey 2018 Report*.

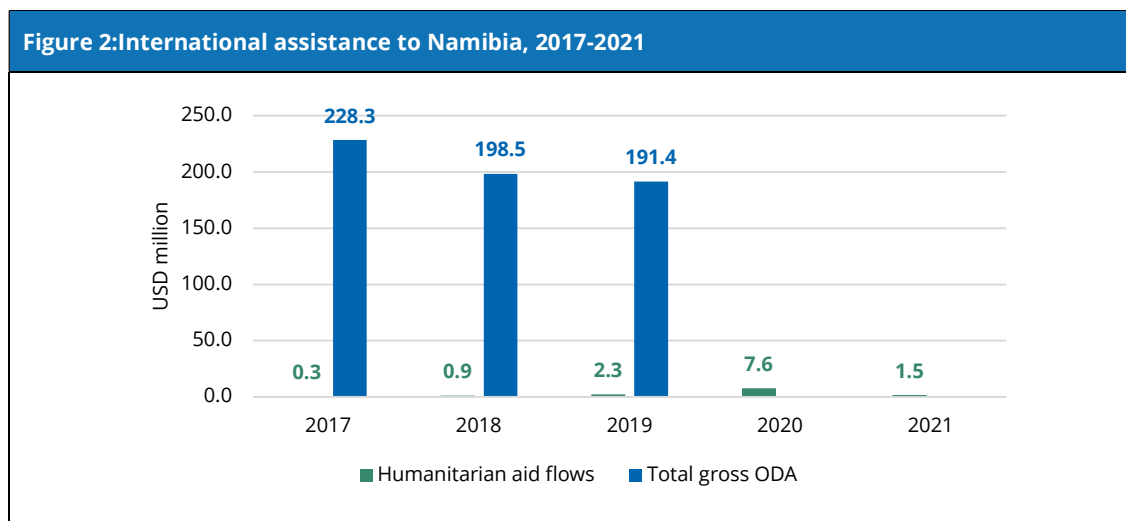
<sup>62</sup> NSA. 2013. *Namibia Demographic and Health Survey*.

<sup>63</sup> NSA. 2015. *Namibia 2011 Census Migration Report*.

<sup>64</sup> IOM. 2016 *Migration in Namibia A Country Profile 2015*.

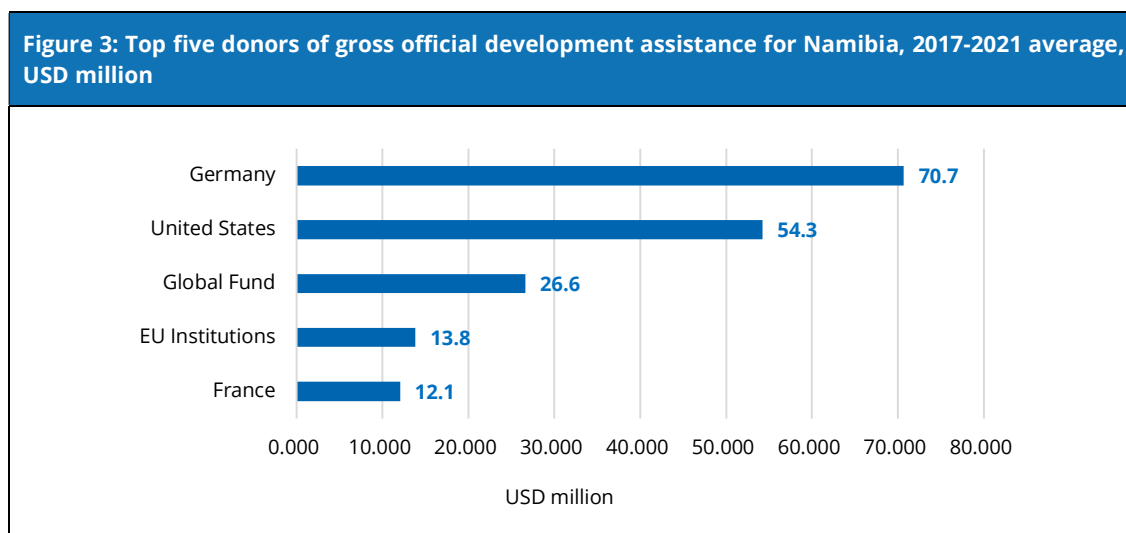
## International development assistance

27. Namibia received a yearly average of USD 206 million gross official development assistance (ODA) between 2017 and 2019 and an annual average of USD 2.5 million of humanitarian aid flows during the period 2017-2021 (Figure 2). The proportion of net ODA per GDP decreased and remained below 2 percent after 2014<sup>65</sup>.



Source: OECD website, data extracted on 07/01/2022.

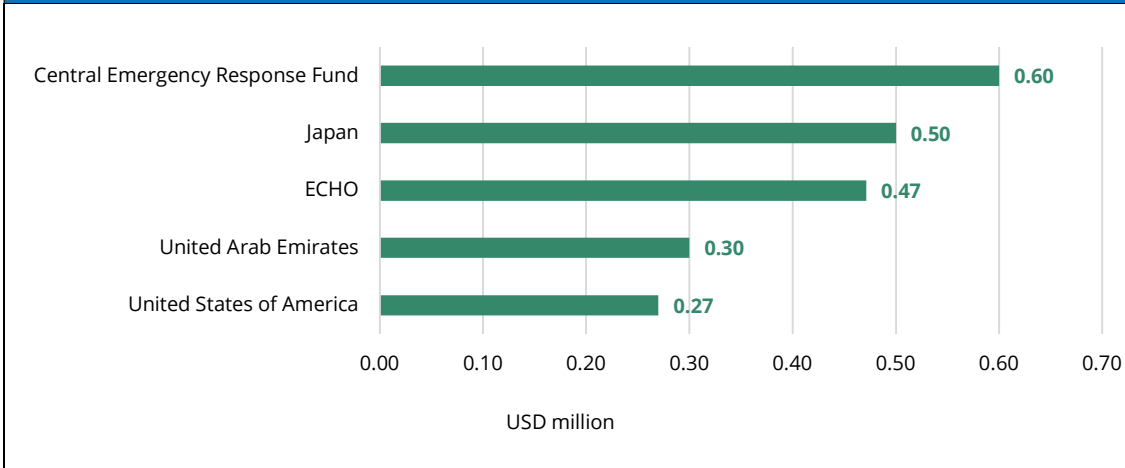
28. The top five average official development assistance funding sources between 2017-2021 are Germany, the United States of America (USA), the Global Fund, European Union (EU) Institutions and France (Figure 3). As for the donors of humanitarian assistance over the same period, the top five average was constituted by the Central Emergency Response Fund, the Government of Japan, European Civil Protection and Humanitarian Aid Operations (ECHO), the United Arab Emirates and the United States of America (Figure 4).



Source: OECD-DAC, UN OCHA – FTS, data extracted on 07/01/2022.

<sup>65</sup> World Bank. 2021. *Net ODA received (% of GNI) – Namibia*.

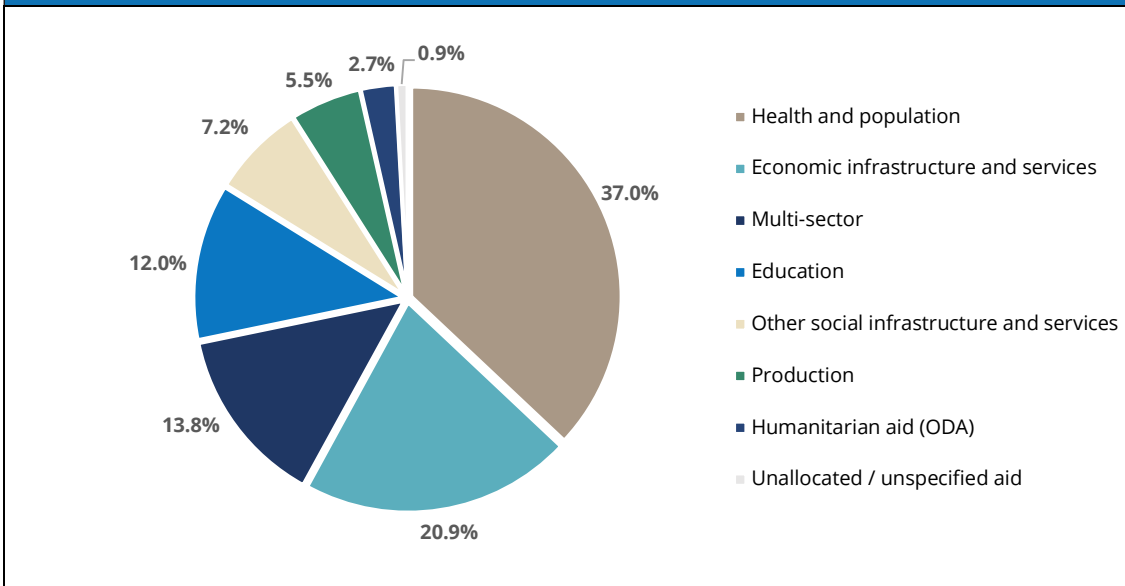
**Figure 4: Top five donors of humanitarian assistance for Namibia, 2017-2021 average, USD million**



Source: OECD-DAC, UN OCHA – FTS, data extracted on 07/01/2022.

29. Disaggregated by sector (Figure 5), ODA to Namibia over the period 2017-2020 was mainly allocated to health and population (37.0 percent), followed by economic infrastructures and services (20.9 percent), multisector (13.8 percent), education (12.0 percent) and other social infrastructures and services (7.2 percent).

**Figure 5: Namibia: Bilateral ODA by sector, 2017-2020 average**



Source: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

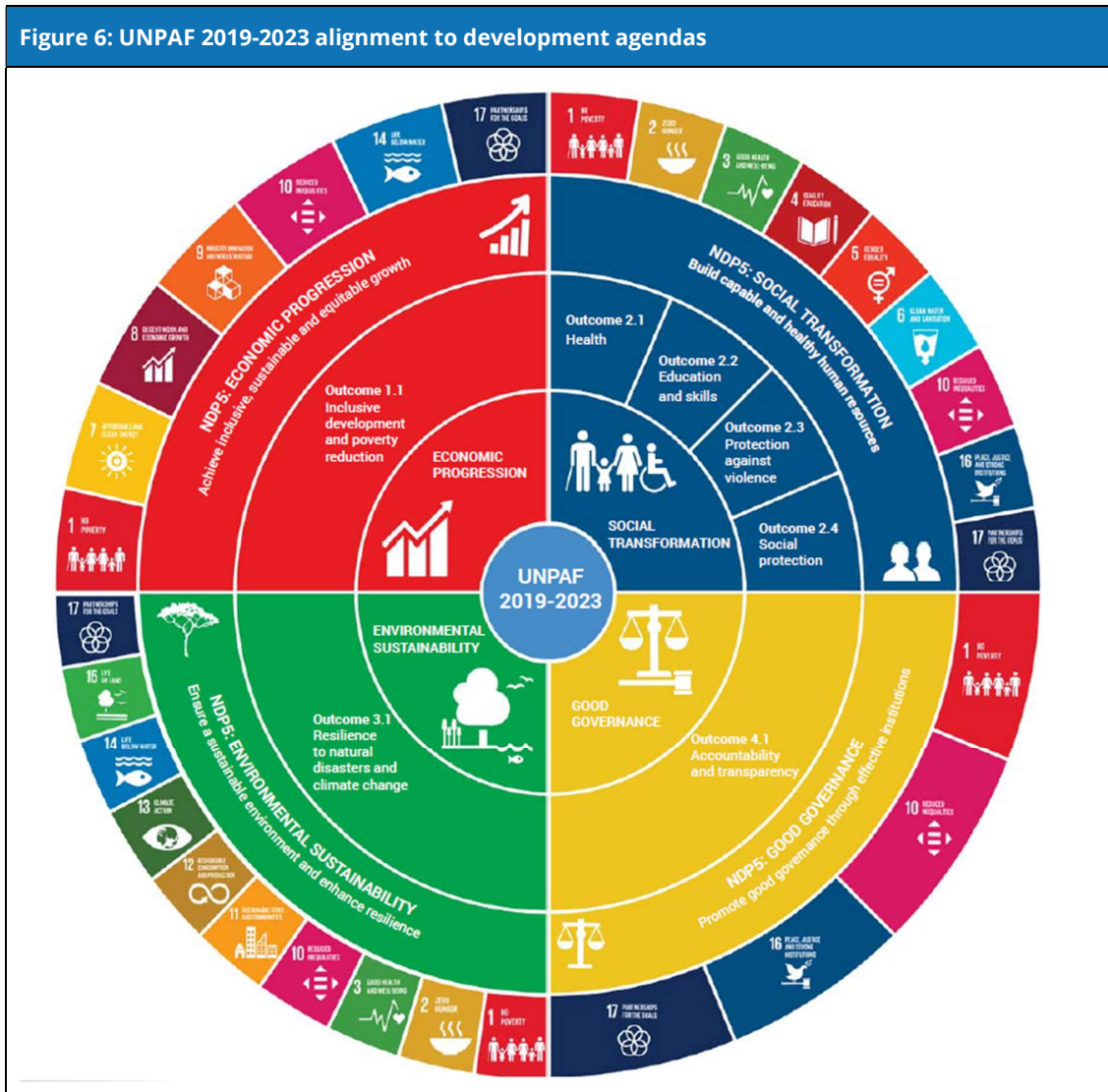
Note: 2020 refers to preliminary figures. Data extracted on January 18/01/2022.

### The United Nations Partnership Framework (2019 – 2023)

30. The United Nations Partnership Framework (UNPAF) covers the period 2019-2023. Through the UNPAF, the Government of the Republic of Namibia and the United Nations Development System in Namibia pledge to work together in partnership to support the implementation of the Fifth National Development Plan (NDP 5) as well as the Harambee Prosperity Plan (HPP), the Blueprint for Wealth Redistribution and Poverty Eradication and overall the realisation of Namibia’s Vision 2030.

31. In line with NDP 5, the UNPAF 2019-2023 contributes to four main result areas:

1. Economic Progression;
2. Social Transformation;
3. Environmental Sustainability;
4. Good Governance.



Source: United Nations Namibia: United Nations Partnership Framework (UNPAF) 2019-2023. A Partnership for the Eradication of Poverty and Inequality.

32. Namibia has been a so-called Delivering as One (DaO) self-starter since 2009. Under the current UNPAF, the United Nations System in Namibia will continue Delivering as One building upon the lessons learned since 2009 and will full commitment to enhance the coherence and efficiency of its Agencies' contributions to achieving the Sustainable Development Goals, the African Union Agenda 2063, and the country's human rights obligations and other commitments under internationally agreed conventions and treaties<sup>66</sup>.

33. In early 2021, the United Nations System in Namibia commissioned the Covid-19 Socio-Economic Recovery Plan (SERP) with the aim of contributing to Namibia's response and recovery from the pandemic. Building on the Socio-Economic Impact Assessment that preceded the SERP, the defined interventions of this

<sup>66</sup> UN Namibia. 2018. United Nations Partnership Framework (UNPAF) 2019-2023. A Partnership for the Eradication of Poverty and Inequality.

Plan are premised on the five strategic pillars of the United Nations Framework for the Immediate Socio-Economic Response to Covid-19: Protecting health services and systems; Protecting people; Economic recovery; Macroeconomic response and multilateral collaboration; and social cohesion and community resilience<sup>67</sup>. According to the UN INFO Covid-19 Data Portal, total funding requirements for the Namibia SERP are USD 14 Mio and 3.7 Mio funds have been repurposed as of February 2022<sup>68</sup>.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

34. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in EB.2 in November 2023.

### 2.2. OBJECTIVES

35. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Namibia; and 2) provide accountability for results to WFP stakeholders.

### 2.3. STAKEHOLDER ANALYSIS

36. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Johannesburg and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Namibia, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

37. WFP Namibia supports the government's social assistance programmes and in this endeavour is partnering with various stakeholders including the government ministries, civil society, academia, development entities and the United Nations.

38. Among the government partners are the Ministry of Education, Arts and Culture, the Ministry of Poverty Eradication and Social Welfare, the Ministry of Health and Social Services, the Ministry of Agriculture, Water and Land Reform, the Ministry of Gender Equality, Poverty Eradication and Social Welfare, the Office of the Prime Minister and the National Planning Commission of the Ministry of Economic Planning as well as government agencies such as the Namibia Agronomic Board, the Namibia Statistics Agency, the Agro-Marketing and Trade Agency and Agribusiness Development Agency.

39. WFP Namibia partners with other UN agencies, including UNICEF, the World Health Organization and FAO in scaling up nutrition through the Nutrition and Food Security Alliance of Namibia (NAFSAN) and in food and nutrition security analysis through the Namibia Vulnerability Assessment Committee and with the African Development Bank and the International Monetary Fund as well international technology institutions and the private sector. WFP Namibia has been working with Namibia Red Cross Society and Catholic AIDS Action as cooperating partners and partners with the Namibia University of Science and Technology.

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<sup>67</sup> UN Namibia. 2020. *UN Socioeconomic Recovery Plan 2020*.

<sup>68</sup> UN INFO. *COVID-19 Data Portal (uninfo.org)*.

40. Key donors of WFP Namibia are the United States of America, the Russia, Japan, the European Union, China, Republic of Korea, and the Government of Namibia.

# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

41. **Historical background of Namibia Operation:** WFP has been present in Namibia since 1990. In 1996 the Government assumed full responsibility for the implementation and management of the national school feeding programme which is entirely funded from local resources<sup>69</sup>. In 2012 the Government of Namibia requested WFP's technical support in assessing the quality and efficiency of the school feeding programme. Since then, WFP has provided technical assistance to enhance government capacities to assess, plan and respond to food security needs including other programme areas and has gradually shifted from direct implementation to technical support focusing on i) policy and strategic guidance; ii) enhancement of institutional systems; iii) knowledge generation and management; iv) capacity strengthening; and v) programme support focusing on design, coordination and advocacy<sup>70</sup>.

42. WFP was operating in Namibia under the Emergency Operation (EMOP) **IR-PREP - Regional El Niño Preparedness for South Africa** that included activities in Madagascar, Zambia, Malawi, Tanzania, Zimbabwe, DRC, Namibia, Lesotho, and Eswatini between 2015 and 2016 to support the Regional Bureau in Johannesburg (RBJ) and country offices preparedness for the anticipated effects of El Niño on the 2016-2017 lean season.

43. The first Namibia **WFP Country Strategic Plan (CSP) 2017-2022** was approved by the WFP Executive Board in June 2017. The CSP supports the achievement of Sustainable Development Goals 2 and 17 through WFP's Strategic Results 1 (everyone has access to food), 4 (food systems are sustainable), 5 (capacity strengthening), and 6 (enhance global partnerships) and contributes to the achievement of Sustainable Development Goal 4, on quality education. Activities are implemented in partnership with the Government of Namibia, UN agencies and other development partners including private sector organizations.

44. The portfolio of activities builds on extensive consultations and was informed by the Zero Hunger Strategic Review (ZHSR) led by the National Planning Commission in collaboration with the Office of the Prime Minister and supported by the United Nations, the private sector as well as non-governmental and civil society organizations<sup>71</sup>. The ZHSR identified the following institutional gaps and challenges: (1) lack of coherent policy; (2) capacity constraints; (3) weak evidence, monitoring and evaluation; (4) fragmented social programmes; and (5) weak coordination. The recommendations resulting from the ZHSR indicated a need for continued and enhanced technical assistance to support the Government in its design and implementation of effective food and nutrition security programmes<sup>72</sup>.

45. The CSP was originally designed around 2 Strategic Outcomes (SOs) and four activities and has grown over the years through a total of 5 Budget Revisions (see Figure 7). In July 2019, Budget Revision 2 introduced a service delivery modality to Activity 2 to channel in-kind donations of wheat and oil for the national school feeding programme and to include technical assistance to the Government of Namibia to strengthen the national supply chain management capacity. Budget Revision 3 in November 2019 was prompted by the increasing levels of food insecurity due to one of Namibia's worst droughts in the preceding 35 years and introduced emergency food assistance to 74,000 beneficiaries in two regions as Activity 5 under Strategic Outcome 3. Budget Revision 4, approved in December 2019, then expanded the emergency response under Activity 5 and enabled WFP to include support to ART clients and their households from December 2019 to May 2020. In December 2021 the fifth Budget Revision further expanded Activity 5 providing cash-based transfers and introduced Activity 6 (provide technical support to government entities responsible for nutrition programmes) under SO1 and Activities 7 (support government entities to strengthen food systems in the country) and 8 (support government and development partners with supply chain and digital services and expertise) under the new Strategic Objectives, SO4 and SO5. This Budget Revision also extended the CSP cycle

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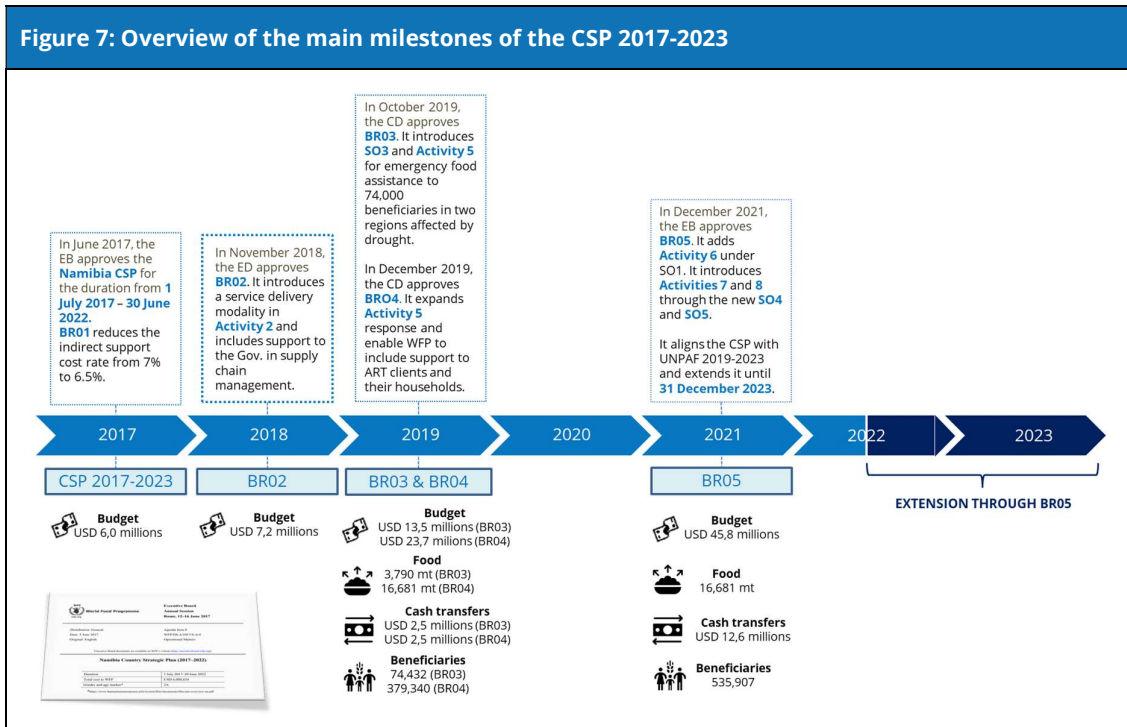
<sup>69</sup> Since 1991, Namibia has been promoting and supporting education through national school feeding programmes in 1,530 schools in all 14 regions. The Namibia School Feeding Programme (NSFP) was embedded in the National Development Plans 4 and 5, the Blueprint on Wealth Redistribution and Poverty Eradication and the Harambee Prosperity Plans. In 2018, the Ministry of Education, Arts and Culture (MoEAC) developed a school feeding policy for Namibia.

<sup>70</sup> WFP. 2017. *Namibia Country Strategic Plan (2017-2022)*.

<sup>71</sup> Republic of Namibia. 2015. *Namibia Zero Hunger Strategic Review Report*.

<sup>72</sup> WFP. 2017. *Namibia Country Strategic Plan (2017-2022)*.

by 18 months (now 2017 – 2023) to align with the UNPAF cycle. All SOs and specific activities outlined in the CSP document and their respective links with the SOs are listed in Table 1. The CO Line of Sight of the CSP is presented in Annex 7.



**Table 1: Namibia CSP (2017-2023), Overview of Strategic Outcomes and Activities**

Strategic Outcomes	Activities
<b>SO 1:</b> Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year	<b>Activity 1:</b> Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes
	<b>Activity 2:</b> Provide capacity strengthening and technical assistance to the government entities responsible for school feeding
	<b>Activity 6:</b> Provide technical support to government entities responsible for nutrition programmes.
<b>SO 2:</b> Government policy dialogue and programme design in Namibia are informed by enhanced evidence and knowledge of hunger issues throughout the NDP5 period	<b>Activity 3:</b> Provide capacity strengthening to government entities involved in hunger-related policy and programming.
	<b>Activity 4:</b> Provide technical assistance to the Ministry of Poverty Eradication and Social Welfare and partners involved in implementation of the ZHRM
<b>SO 3:</b> Targeted food-insecure households affected by climatic shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises.	<b>Activity 5:</b> Provide food assistance to vulnerable people affected by shocks



<p><b>SO 4:</b> Government institutions in Namibia have capacity to conduct analysis that supports planning aimed at achieving transformative and resilient food systems by the end of 2023.</p>	<p><b>Activity 7:</b> Support government entities to strengthen food systems in the country</p>
<p><b>SO 5:</b> Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise throughout the CSP period.</p>	<p><b>Activity 8:</b> Support government and development partners with supply chain and digital services and expertise</p>

Source: CSP Document (2017-2023), BR.

46. **Beneficiaries:** The original CSP did not foresee any direct assistance throughout the CSP. However, given the deteriorating drought situation, the CSP Budget Revision 3 was approved which included emergency food assistance to 74,432 beneficiaries under SO 3. Two months later this number was increased to 379,340 beneficiaries through BR 04. The latest budget revision (BR 05) in December 2021 added another 156,567 beneficiaries under activity 5, expanding WFP's emergency assistance using CBT in response to a further deteriorating food insecurity situation and the impact of Covid-19. Key information on beneficiaries and transfers is presented in Annex 8.

47. **Gender and Accountability to Affected Persons (AAP):** The Gender and Age Marker of the CSP rates 2a, i.e. gender is mainstreamed; the project is likely to contribute significantly to gender equality. The CSP commits to integrating gender throughout the development, implementation and monitoring of the CSP and to promoting the generation of sex- and age-disaggregated data and participatory gender analysis to strengthen gender-transformative programming and policy formulation at the national and sub-national levels. Capacity strengthening was planned to target men and women with a view to ensuring that food and nutrition security programmes are gender-transformative<sup>73</sup>.

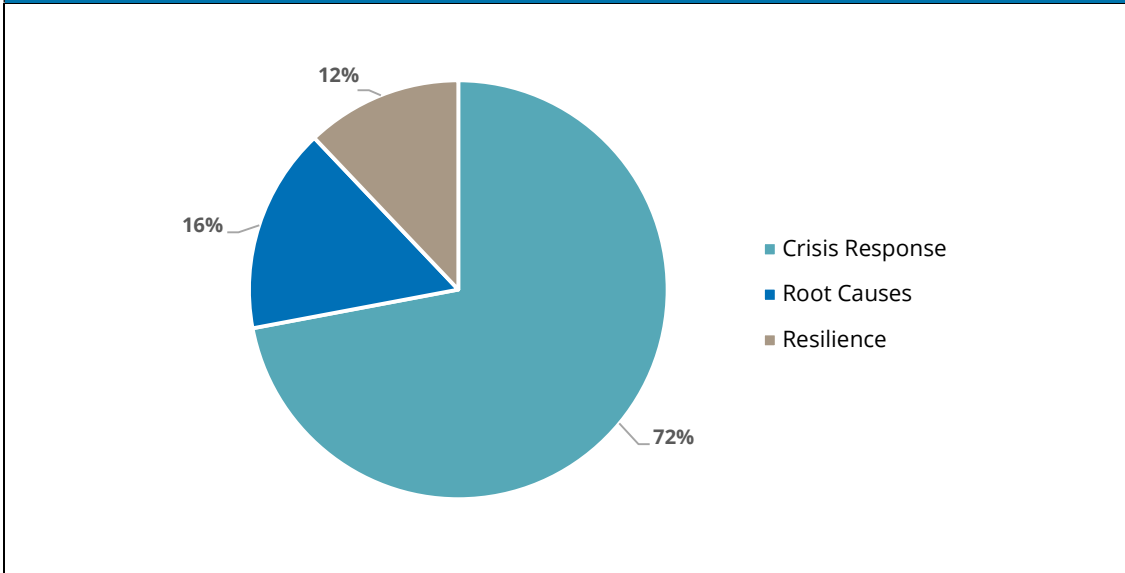
48. **Requirement and funding (Table 2):** The Country Portfolio Budget (CPB) of the Namibia CSP approved by the EB in June 2017 was USD 6.0 million. In response to the deteriorating food security situation in the country, the CSP went through various Budget Revisions leading to an increase of the total budget in 2019 to USD 23.8 million and another substantial revision to the budget at the end of 2021 (BR 05) resulting in the latest NBP of USD 45.9 million. Activity 5 under SO3 absorbs by far the largest share of the budget, constituting 71 percent of total Needs Based Plan (NBP). Activity 1, 2 and 8 (SO1) absorb 16 percent of the total budget, while Activity 3 and 4 together (SO2) as well as Activity 7 (SO4) make up 6 percent of total NBP while Activity 8 (SO5) constitutes only 1 percent of the budget (see Table 2).

<sup>73</sup> WFP. 2017. *Namibia Country Strategic Plan (2017–2022)*.

Table 2: CSP 2017-2023 Cumulative financial overview (USD)									
Focus Area	SO	Activity	Needs-based plan (2017-2023)	% on total	Allocated contributions	% against NBP	Expenditures	Expenditures vs. allocated resources	
			USD		USD		USD		
Root causes	SO1	Act.1	1,269,746	3%	1,290,643	102%	328,915	25%	
		Act.2	3,691,664	9%	5,752,806	156%	1,995,205	35%	
		Act.6	1,414,352	4%	293,255	21%	562	0%	
	Sub-total SO1		6,375,761	16%	7,336,704	115%	2,324,682	32%	
Resilience Building	SO2	Act. 3	1,689,005	4%	1,344,633	80%	889,087	66%	
		Act.4	746,283	2%	954,122	128%	689,395	72%	
	Sub-total SO2		2,435,288	6%	2,298,755	94%	1,578,482	69%	
Crisis Response	SO3	Act.5	28,374,359	71%	11,326,546	40%	12,098,493	107%	
	Sub-total SO3		28,374,359	71%	11,326,546	40%	12,098,493	107%	
Resilience Building	SO4	Act.7	2,416,377	6%	-	0%	-	-	
	Sub-total SO4		2,416,377	6%	-	0%	-	-	
Crisis Response	SO5	Act.8	580,270	1%	-	0%	-	-	
	Sub-total SO5		580,270	1%	-	0%	-	-	
	Non-SO specific	Non-Activity Specific	-	-	4,907,321	-	-	-	
<b>Total operational costs</b>			<b>40,182,056</b>	<b>100%</b>	<b>25,869,326</b>	<b>64%</b>	<b>16,001,657</b>	<b>62%</b>	
Total direct support costs			2,913,430	-	740,772	25%	562,840	76%	
Total indirect support costs			2,762,094	-	-	-	-	-	
<b>Grand total cost</b>			<b>45,857,580</b>	<b>-</b>	<b>26,610,098</b>	<b>-</b>	<b>16,564,497</b>	<b>-</b>	

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data as of 3 February 2022.

**Figure 7: Namibia CPB (2017-2023): breakdown of needs-based plan by focus area**

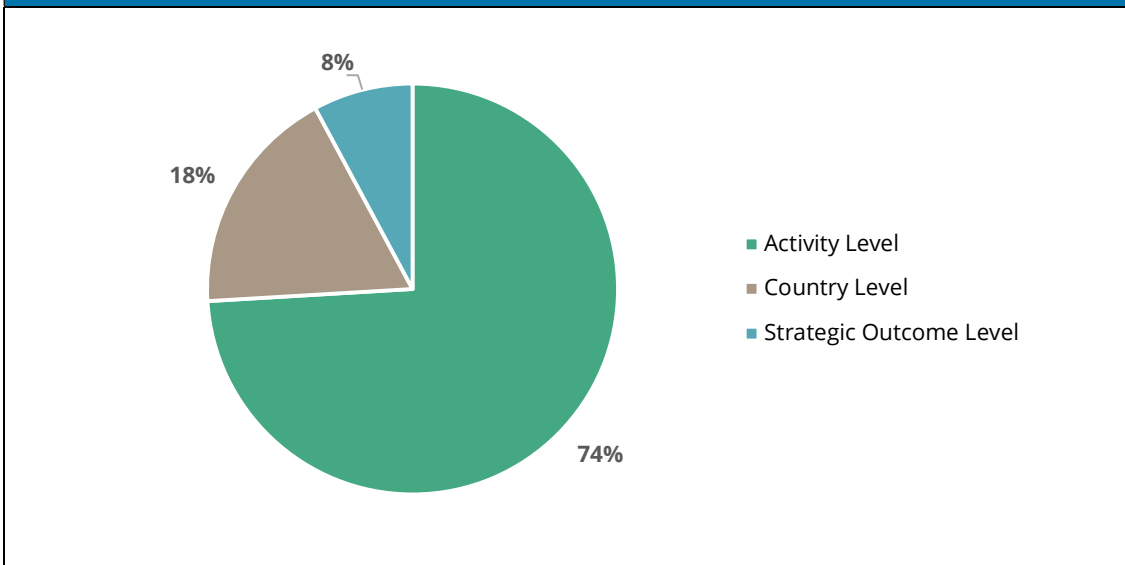


Source: IRM analytics, data as of 3 February 2022.

49. **Main donors:** As illustrated in Figure 9, main donors contributing to the CSP include the United States of America (USA) at 46 percent, Russia at 9 percent, Japan at 7 percent, the European Union (EU) at 6 percent, followed by China and Namibia each at 5 percent. Flexible funds make up 13 percent of the allocated contributions.

50. Finally, as illustrated in Figure 8, 74 percent of confirmed contributions are earmarked at activity level, 8 percent at strategic outcome level and 18 percent at country level or the CSP.

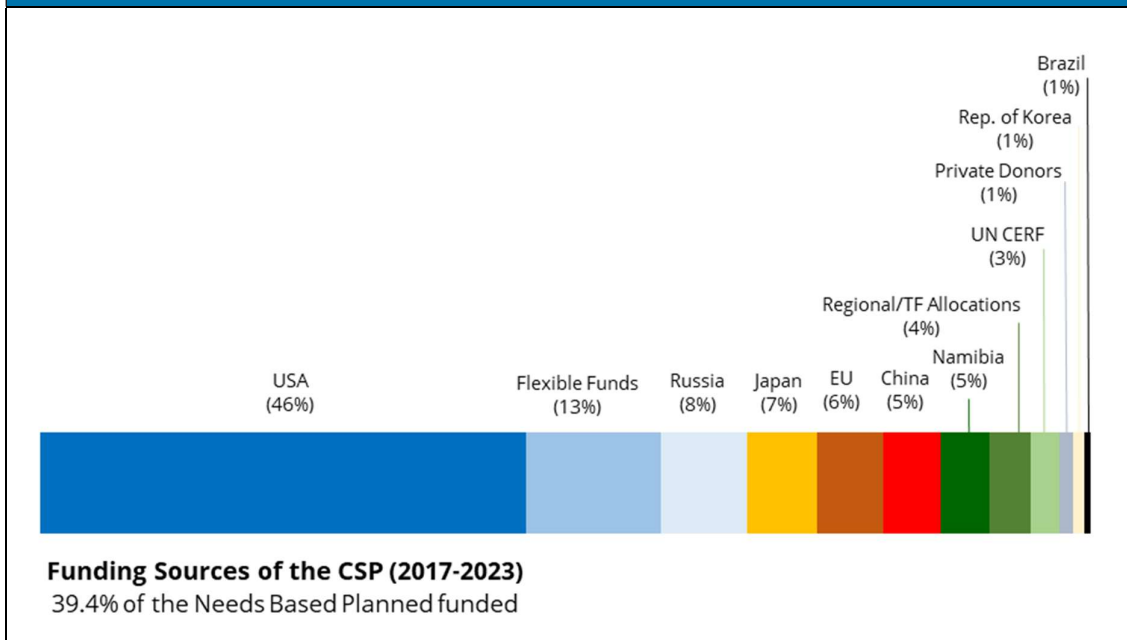
**Figure 8: Namibia CPB (2017-2023): directed multilateral contributions<sup>74</sup> by earmarking level**



Source: WFP FACTORY, Distribution Contribution Forecast Stats as of 16 January 2022.

<sup>74</sup> Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which donors request WFP to direct to a specific Country/ies SO/s, or activity/ies.

**Figure 9: Funding Sources of the CSP (2017-2023)**



Source: WFP FACTory, CSP Resources Situation - Cumulative Allocated Contributions as of 16 January 2022.

51. **Staffing:** As of January 2022, the country office has 33 staff, of which 55 percent are female. Out of all staff, 12 percent are long-term employees and equally 12 percent are international staff (4 male staff). WFP operates out of the country office in Windhoek.

### 3.2. SCOPE OF THE EVALUATION

52. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 2017 to 2022. It will also cover the CSP design period in 2016. Within this timeframe, the evaluation will look at how the country strategic plan builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are. The unit of analysis is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the country strategic plan document approved by WFP Executive Board (EB), as well as the five subsequent approved budget revisions that resulted in a substantial increase in the portfolio of activities and reintroduced direct assistance in the form of emergency food assistance to around half a million beneficiaries to a CSP that was originally focused on capacity strengthening only (see 3.1 Subject of the Evaluation).

53. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

54. In consultation with the Country Office, the Evaluation will include an assessment of how effective WFP was in responding to the Government's request to assist in its journey towards zero hunger through a strategic shift (development approach) focusing on three strategic pillars 1) Rural transformation; 2) sustainable infrastructure for food systems; 3) human capital development; weaving in youth and women empowerment and digital transformation.

55. The evaluation scope will further include an assessment of how relevant and effective WFP was in responding to the evolving drought and therefore deteriorating food security situation as well as to the Covid-19 crisis in the country. In doing so, it will also consider how budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

56. In view of the Decentralized Evaluation of Namibia National School Feeding Programme (NSFP) 2012-2018<sup>75</sup> and the coverage of the Namibia CSP in various Strategic Evaluations<sup>76</sup>, findings of the CSPE in particular as they relate to activity 2 (school feeding capacity strengthening and technical assistance) will be informed by these evaluations. In this regard the following findings from previous evaluations may be further explored: the need to improve delivery systems in the NSFP and to test a new generation NSFP guided by a home-grown school feeding approach<sup>77</sup>; challenges identified relating to the inclusion of school feeding in a meaningful cross-sector strategy for social protection; WFP's position in supporting a long-term capacity development strategy for the implementation of the NSFP<sup>78</sup>. The CSPE will further build upon the performance assessment and findings of the Mid-term review of the Namibia CSP conducted in 2019.

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<sup>75</sup> WFP. 2020. *Decentralized Evaluation of Namibia National School Feeding Programme 2012-2018*.

<sup>76</sup> Namibia was one of the 'pioneer' CSP covered in the Strategic Evaluation of the Pilot Country Strategic Plans completed in 2018 and included an in-depth country case study in the Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals completed in 2020.

<sup>77</sup> WFP. 2020. *Decentralized Evaluation of Namibia National School Feeding Programme 2012-2018*.

<sup>78</sup> WFP. 2020. *Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals*.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

57. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the subquestions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the Covid-19 crisis.

<b>EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the Covid-19 pandemic?
<b>EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Namibia?</b>	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNPAF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action and development cooperation?
<b>EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"

3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

58. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

59. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and subquestions.

60. Themes / lines of enquiry which could be of particular interest to this CSPE identified at ToR stage are:

- How relevant, effective and efficient was the response to the Covid-19 crisis and what were the effects on other interventions planned under the CSP?
- How timely and relevant were the various budget revisions throughout the CSP implementation and to what extent did they effect the effectiveness of operations.
- How relevant and effective were WFP's partnership with other UN agencies and to what extent were partnerships affected by the Covid-19 pandemic?

## 4.2. EVALUATION APPROACH AND METHODOLOGY

61. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).

62. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

63. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

64. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

65. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

66. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation subquestions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

67. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the country strategic plan was designed.
- Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.

68. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

69. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

70. In view of the on-going pandemic situation, a timely decision will be made on how the inception mission and the data collection mission will be conducted out of the following proposed modalities: remote, in-country or hybrid (i.e. national consultants conducting interviews in-country and those team members affected by international travel restrictions conducting interviews remotely whilst providing guidance to



national consultants). Should the contextual situation allow it, the aim would be to hold the final stakeholder workshop in Namibia. In all cases, the evaluation will draw fully on all available secondary sources, including ongoing or previous evaluations and reviews, relevant thematic studies and monitoring data made available by the CO.

### 4.3. EVALUABILITY ASSESSMENT

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

71. Several issues could have implications for the conduct of the country strategic plan evaluation. Common evaluability challenges may relate to:

- Relatively vague definitions of the expected outcomes, or outputs.
- The validity and measurability of indicators.
- The absence of baselines and/or limited availability of monitoring data.
- Feasibility to conduct field visits during the main mission.
- The time frame covered by the evaluation. CSPs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

72. The Namibia CSP logical framework (as of January 2022) includes 7 outcome indicators, 30 output indicators, and 9 cross-cutting indicators. Resulting from the various budget revisions, the Namibia CSP logframe has been revised several times resulting in the current 6<sup>th</sup> version of the logframe. Throughout the revisions indicators have been added while maintaining the previous indicators instead of replacing previous indicators. From the point in time an indicator has been added, progress may therefore be measured over time. The assessment of data availability for targets and baseline/follow-up values for outcome and output indicator shows some gaps in reporting that may pose challenges to measuring progress towards expected results. In particular, no follow-up values for outcome or cross-cutting indicators have been reported in 2017 and 2018. Annex 5 presents a detailed assessment of data availability for each indicator.

73. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment which will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. The in-depth evaluability assessment will further develop the analysis of data availability, quality and gaps, as well as of any other issue that may influence evaluability, including logistic and security considerations as appropriate. The detailed evaluability assessment will have to inform the fine tuning of the evaluation scope and the choice of appropriate evaluation methods. The evaluation team is moreover expected to critically assess how best to proceed with data collection and stakeholder engagement in view of Covid-19 related developments.

#### National Data

74. On a scale from zero to a hundred, Namibia scored 51.1 in the 2020 World Bank Statistical Capacity Index<sup>79</sup>. The country's score is below the average for Sub-Saharan Africa, which is 57.1. The latest Population & Housing Census was conducted in 2011<sup>80</sup>. In July 2021, the Namibia Statistics Agency (NSA) announced that the 2021 Population & Housing Census would be postponed to August 2022, mainly due to competing priorities<sup>81</sup>. Based on the 2011 Census, in 2015 the NSA published the latest national report on migration<sup>82</sup>. The census on agriculture was conducted between 2013 and 2014<sup>83</sup>. However, in 2021 the Namibia Statistics

<sup>79</sup> World Bank Statistical Capacity Indicator Dashboard

<sup>80</sup> NSA. 2011. *Namibia Population & Housing Census Main Report*.

<sup>81</sup> NSA. 2021. *Postponement Of 2021 Population & Housing Census*. Media Release.

<sup>82</sup> NSA. 2015. *Namibia 2011 Census Migration Report*.

<sup>83</sup> NSA. 2014. *Namibia Census of Agriculture 2013/2014*.

Agency started publishing quarterly bulletins on agriculture, forestry and fishing<sup>84</sup>. The statistics on mortality and causes of death<sup>85</sup> was conducted between 2016 and 2017, while both the Namibia's labour Force Survey<sup>86</sup> and the Land Statistics<sup>87</sup> were completed in 2018. Finally, in 2021 the NSA published a comprehensive report on multidimensional poverty<sup>88</sup>.

75. The 2019 Sustainable Development Baseline Report for Namibia pointed out that substantial data speaking to the Sustainable Development Goals is produced in Namibia. It also mentioned that quality of information to serve as input for continuous and consistent monitoring was still limited and that timeliness of information was low as only 57 percent of validated indicators had been updated since 2015 and only 54 percent of validated indicators are produced on an annual basis<sup>89</sup>.

#### 4.4. ETHICAL CONSIDERATIONS

76. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

77. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Namibia CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

#### 4.5. QUALITY ASSURANCE

78. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

79. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.

80. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

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<sup>84</sup> NSA. 2021. *First, Second and Quarter Agriculture, Forestry and Fishing Sector Bulletin*.

<sup>85</sup> NSA. 2020. *Namibia Mortality and Causes of Death Statistics report, 2016 and 2017*.

<sup>86</sup> NSA. 2019. *Namibia Labour Force Survey 2018*.

<sup>87</sup> NSA 2018. *Namibia Land Statistics 2018*.

<sup>88</sup> NSA. 2021. *Namibia Multidimensional Poverty Index (MPI)*.

<sup>89</sup> NSA. 2019. *Sustainable Development Goals Baseline Report Namibia*.

# 5. Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

81. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively. The Namibia UNPAF evaluation is planned to be conducted in 2022 as well as evaluations of other UN agency's country programmes<sup>90</sup>.

Table 3: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1. Preparation	April 2022 April / May 2022 May 2022	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	May 2022 May 2022 July / August 2022	HQ briefing Inception mission Inception report
3. Data collection	August 2022	Evaluation mission, data collection and exit debriefing
4. Reporting	September / October 2022 October / November 2022 October 2022 January 2023 February / March 2023	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report
5. Dissemination	March – October 2023 November 2023	Management response and Executive Board preparation Wider dissemination

## 5.2. EVALUATION TEAM COMPOSITION

82. The CSPE will be conducted by a gender balanced team of 2 international and 2 national consultants with relevant expertise (including a researcher) with a good balance between international and national consultants. The selected evaluation firm is responsible for proposing a mix of evaluators with English and Namibian local language skills who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation report writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have solid experience in the evaluation of multilateral

<sup>90</sup> UN agencies that have planned their country programme/strategic plan evaluations for Namibia in 2022: UNDP, UNFPA, and FAO.

organizations in the UN System and knowledge of the WFP food and technical assistance modalities. Solid understanding of the Namibia context is also required within the team.

<b>Table 4: Summary of evaluation team and areas of expertise required</b>	
<b>AREAS</b>	<b>SPECIFIC EXPERTISE REQUIRED</b>
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team management, coordination, planning, ability to resolve problems.</li> <li>• Strong experience in evaluating implementation of strategic plans focusing on institutional capacity strengthening activities and technical assistance.</li> <li>• Specialization in capacity strengthening and social protection and expertise in at least one of the following areas: food assistance and nutrition, school feeding, gender analysis.</li> <li>• Relevant knowledge and experience in Namibia or similar context and of key players within and outside the UN System; strong, experience in evaluating country programmes, monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.</li> <li>• Fluency and excellent writing skills in English.</li> </ul>
<b>Capacity strengthening in the areas of nutrition and school meals</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise to assess capacity strengthening activities focused on supporting the Government's anti-stunting campaign as well as the integration of a comprehensive social behaviour change strategy into other activities to promote and enhance demand for, access to and the availability of nutritious diets.</li> <li>• Experience in assessing school meals programmes and expertise to evaluate WFP's capacity strengthening and technical assistance to the national school feeding programme including the expansion to secondary schools which was planned to encompass capacity enhancement for suppliers and secondary school managers, and the development and implementation of nutrition guidelines and training materials.</li> <li>• Relevant knowledge of social protection systems and food safety nets including shock-responsive safety net programmes.</li> <li>• Knowledge of nutritional requirements for people living with HIV/AIDS under ART treatment.</li> <li>• Proven track record of participation in evaluation teams evaluating this subject, in a similar context.</li> </ul>
<b>Capacity strengthening for food security and food systems</b>	<ul style="list-style-type: none"> <li>• Experience in assessing assistance to the government, especially entities involved in hunger-related policy and programming with particular expertise in social protection programmes, climate adaptation and disaster risk management, nutrition and support for smallholder farmers ensuring evidence-based analysis in zero hunger programming, sound food security policies, and coordination and implementation of food security road maps.</li> <li>• Strong expertise in food systems, in particular assessing capacity strengthening for food systems analysis identifying opportunities to strengthen links between smallholder farmers and sustainable markets, linking school feeding to smallholder farmers, climate smart technologies to increase production, reduce post-harvest losses and increase the quality of food.</li> <li>• Relevant knowledge in food procurement, storage and handling, customs clearance, inventory management, transport and quality assurance, along with digital solutions provided to government-led programmes.</li> <li>• Technical expertise in emergency food assistance programmes including cash-based transfers.</li> <li>• Proven track record of participation in evaluation teams evaluating this subject, in a similar context.</li> </ul>
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</li> </ul>

<p><b>Other technical expertise needed in the team</b></p>	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> <li>• Programme efficiency</li> <li>• Gender equality and empowerment of women</li> <li>• Humanitarian Principles and Protection</li> <li>• Accountability to Affected Populations</li> </ul> <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>
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### 5.3. ROLES AND RESPONSIBILITIES

83. This evaluation is managed by the WFP Office of Evaluation. Soo Mee Baumann has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michele Gerli, Research Analyst, will provide support to the evaluation team with collection and compilation of relevant WFP documentation not available in the public domain. He will analyse internal data in support of the overall data collection effort and provide quality assurance on data presented in evaluation products. He will also facilitate the evaluation team’s engagement with respondents and provide support to the logistics of field visits. Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. The Deputy Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2023.

84. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team’s contacts with stakeholders in Namibia; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Ericah Shafudah and Elvis Odeke have been nominated the WFP country office focal points and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

### 5.4. SECURITY CONSIDERATIONS

85. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

## 5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

86. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2023. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

## 5.6. THE PROPOSAL

87. The evaluation will be financed through the country portfolio budget.

88. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.

89. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.



## Annex 2: Namibia Fact Sheet

N.	Parameter/(source)	2017	2021	Data source
<b>General</b>				
1	Human Development Index <sup>(1)</sup>	0,644	0,646 (2019)	UNDP Human Development Report 2020
2	Total number of people of concern (refugees, asylum seekers, others of concern)	2,914 refugees and asylum-seekers (2015)		IOM 2015 Country Profile
<b>Demography</b>				
3	Population total <sup>(2)</sup>	2,402,623	2,540,916 (2020)	World Bank
4	Population, female (% of total population) <sup>(2)</sup>	1,238,996	1,309,233 (2020)	World Bank
5	Percentage of urban population <sup>(2)</sup>	49.05%	52.03% (2020)	World Bank
6	Total population by age (1-4) <sup>(6)</sup>	220,565 (2011)		UNSD
7	Total population by age (5-9) <sup>(6)</sup>	239,450 (2011)		UNSD
8	Total population by age (10-14) <sup>(6)</sup>	245,994 (2011)		UNSD
9	Adolescent birth rate (births per 1,000 women ages 15-19)	64 (2003-2018)		UNFPA
<b>Economy</b>				
10	GDP per capita (current USD) <sup>(2)</sup>	5,367.115	4,179.278 (2020)	World Bank
11	Income inequality: Gini coefficient <sup>(1)</sup>	61.0	59.1 (2019)	UNDP Human Development Report 2018 and 2020
12	Foreign direct investment net inflows (% of GDP) <sup>(2)</sup>	2.17	-1.41%	World Bank
13	Net official development assistance received (% of GNI) <sup>(2)</sup>	1.50	1.22% (2019)	World Bank
14	SDG 17: Volume of remittances as a proportion of total GDP (percent)	0.37% (2018)		Namibia SDGs VNR Report 2021
15	Agriculture, forestry, and fishing, value added (% of GDP) <sup>(2)</sup>	7.77%	9.52% (2020)	World Bank
<b>Poverty</b>				
16	Population affected by multidimensional poverty (%) <sup>(1)</sup>	38.3% (2013)	43.3%	2018 Human Development Report and Namibia MPI Report 2021



17	Population in severe multidimensional poverty (%) <sup>(1)</sup>	12.9% (2013)	Not reported	2018 Human Development Report and Namibia MPI Report 2021
<b>Health</b>				
18	Maternal mortality ratio (%) (number of deaths of women from pregnancy-related causes per 1,000 live births)	195 (2017)		UNICEF
19	Healthy life expectancy at birth <sup>(2)</sup>	63.02	63.70 (2019)	World Bank
20	Prevalence of HIV, total (% of population ages 15-49) <sup>(2)</sup>	12.4%	11.6% (2020)	World Bank
<b>Gender</b>				
21	Gender Inequality Index <sup>(1)</sup>	0.472	0.440 (2019)	UNDP Human Development Report 2018 and 2020
22	Proportion of seats held by women in national parliaments (%) <sup>(1)</sup>	36.3%	44.2%	UNDP Human development Report 2018 and UNWOMEN
23	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) <sup>(2)</sup>	59.65%	58.75% (2020)	World Bank
24	Employment in agriculture, female (% of female employment) (modelled ILO estimate) <sup>(2)</sup>	19.46%	20.1% (2020)	World Bank
<b>Nutrition</b>				
25	Prevalence of moderate or severe food insecurity in the total population (%) <sup>(7)</sup>	39.8%	57.6%	The State of Food Security and Nutrition Report 2018 and 2021.
26	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) <sup>(7)</sup>	7.1%	Not reported	The State of Food Security and Nutrition Report 2018 and 2021
27	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) <sup>(7)</sup>	23.1%	18.4%	The State of Food Security and Nutrition Report 2018 and 2021
28	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) <sup>(7)</sup>	4.1%	5.0%	The State of Food Security and Nutrition Report 2018 and 2021
29	Mortality rate, under-5 (per 1,000 live births) <sup>(2)</sup>	44.5	42.4 (2019)	World Bank
<b>Education</b>				
30	Adult literacy rate (% ages 15 and older) <sup>(1)</sup>	88.3%	Not reported	UNDP Human development Report 2018 and 2020.

31	Population with at least secondary education (% ages 25 and older) <sup>(1)</sup>	40.4%	41.3% (2019)	UNDP Human Development Report 2018 and 2020
32	Adjusted primary school enrolment, net percent of primary school-age children, 2017 <sup>(1)</sup>	111 (2012-2017)		UNDP Human Development Report 2018 and 2020
33	Secondary school enrolment, net percent of secondary school-age children, 2017 <sup>(1)</sup>	Not reported		UNDP Human Development Report 2018 and 2020

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

## Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	14 March 2022
	Comments on draft ToR received	CO	28 March 2022
	Final revised ToR sent to WFP stakeholders	EM	8 April 2022
	Proposal deadline	LTA	25 April 2022
	LTA proposal review	EM	4 May 2022
	Contracting evaluation team/firm	EM	18 May 2022
Phase 2 - Inception			
	Team preparation, literature review	Team	19 May – 27 May 2022
	HQ & RB inception briefing	EM & Team	23 - 27 May 2022
	Inception mission	EM + TL	30 May – 3 <sup>rd</sup> June 2022
	Submit draft inception report (IR)	TL	17 June 2022
	OEV quality assurance and feedback	EM	23 June 2022
	Submit revised IR	TL	28 June 2022
	IR review	EM	1 July 2022
	IR clearance to share with CO	DDoE	6 July 2022
	EM circulates draft IR to CO for comments	EM	7 July 2022
	Submit revised IR	TL	28 July 2022
	IR review	EM	2 August 2022
	Seek final approval by QA2	EM	4 August 2022
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	5 August 2022
Phase 3 - Data collection, including fieldwork <sup>91</sup>			
	In country / remote data collection	Team	8 - 26 August 2022
	Exit debrief (ppt)	TL	26 August 2022
	Preliminary findings debrief	Team	9 September 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	26 September 2022
	OEV quality feedback sent to TL	EM	3 October 2022
Draft 1	Submit revised draft ER to OEV	TL	10 October 2022
	OEV quality check	EM	14 October 2022
	Seek clearance prior to circulating the ER to IRG	DDoE	20 October 2022
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	21 October 2022
	Stakeholder workshop (in country or remote)		27 - 28 October 2022
	Consolidate WFP comments and share with team	EM	8 November 2022

<sup>91</sup> Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	15 November 2022
Draft 2	Review D2	EM	23 November 2022
	Submit final draft ER to OEV	TL	29 November 2022
Draft 3	Review D3	EM	9 December 2022
	Seek final approval by DDoE	DDoE	20 December 2022
	Draft summary evaluation report	EM	11 January 2023
	Seek SER validation by TL	EM	03 February 2023
	Seek DDoE clearance to send SER	DDoE	10 February 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	15 March 2023
<b>Phase 5 - Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	15 March 2023
	Tail end actions, OEV websites posting, EB round table etc.	EM	April - October 2023
	Presentation of summary evaluation report to the EB	DDoE	November 2023
	Presentation of management response to the EB	D/ CPP	November 2023

## Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior management, Head of Programme, staff from Programme, Partnership, RAM, and other sectors as relevant
<b>Regional Bureau</b>	The Johannesburg Regional Bureau (RBJ) has an interest in learning from the evaluation results as these can inform regional plans and strategies.	RBJ staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	Senior RB Management, Head of Programme; Programme and Policy Advisors, Supply Chain Advisor, Partnership Advisor, Regional Monitoring Advisor, Regional Vulnerability Assessment and Mapping (VAM) Advisor, and other(s)
<b>HQ Divisions and Senior Management</b>	HQ Divisions and Technical Units such as programme and policy, capacity strengthening, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, safety	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results.	Evaluation focal points in HQ Divisions as relevant, including from Technical Assistance and Country Capacity Strengthening Service

	nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates.	They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	
<b>WFP Executive Board</b>	The Executive Board members have an accountability role, but also an interest in potential wider lessons from Namibia's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the Executive Board session to inform Board members about the performance and results of WFP activities in Namibia.	Executive Board member delegates
<b>External stakeholders</b>			
<b>Affected population / Beneficiary Groups</b> disaggregated by gender and age (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP	As the ultimate recipients of food/cash and other types of assistance, such as capacity strengthening, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet children.	To be further developed at inception
<b>National and local government institutions</b> including from the Ministry of Education, Arts and Culture, the Ministry of Poverty Eradication and Social Welfare, the Ministry of Health and Social Services, the Ministry of Agriculture, Water and Land Reform, the Ministry	The evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	Key staff from the Government will be interviewed and consulted during the inception phase as applicable, and during the data collection phase, both at central and field level.  Interviews will cover policy and technical issues and Government staff will be involved in the feedback sessions.	Political and technical staff; teachers, community outreach services

<p>of Gender Equality, Poverty Eradication and Social Welfare, and the Office of the Prime Minister as well as Government agencies such as the Namibia Agronomic Board, the Namibia Statistics Agency, the Agro-Marketing and Trade Agency and Agribusiness Development Agency.</p>			
<p><b>UN Country Team and Other International Organizations</b></p> <p>including UNICEF, the World Health Organization (WHO), FAO, World Bank, the African Development Bank and the International Monetary Fund among others.</p>	<p>UN agencies and other partners in Namibia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>The UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes.</p> <p>The CSPE can be an opportunity to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies. The CO will keep UN partners informed of the evaluation's progress.</p>	<p>Senior Management, UN Resident Coordinator, UN Agencies' Representatives</p>
<p><b>Donors</b> - including the United States, the Russian Federation, Japan, the European Commission, China, and the Government of Namibia</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and whether WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews and feedback sessions as applicable, and report dissemination</p>	<p>Representatives from main donors</p>

<p><b>Cooperating partners and NGOs</b>, including Namibia Red Cross Society and Catholic AIDS Action</p>	<p>WFP's cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results.</p>	<p>Interviews with staff of cooperating partners and NGOs during the data collection phase as applicable.</p>	<p>Representatives from cooperating partners and NGOs</p>
<p><b>Private sector, civil society and Academia</b>, including Namibia University of Science and Technology</p>	<p>Current or potential partners from the private sector, the civil society and Academia may have an interest in learning about the implications of the evaluation results.</p>	<p>Interviews with other current or potential partners from the private sector and civil society during the data collection phase as applicable.</p>	<p>Representatives from private sector, civil society and Academia</p>



## Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Namibia 2017-2023 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
<b>v 1.0</b>	<b>Total nr. of indicators</b>	<b>1</b>	<b>1</b>	<b>9</b>
<b>v 3.0</b>	New indicators	2	0	9
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>3</b>	<b>1</b>	<b>18</b>
<b>v 6</b>	New indicators	4	8	12
	Discontinued indicators	0	0	0
	<b>Total nr. of indicators</b>	<b>7</b>	<b>9</b>	<b>30</b>
<b>Total number of indicators that were included across all logframe versions</b>		<b>1</b>	<b>1</b>	<b>9</b>

Source: logframes extracted from Comet on 20/01/2022.

Table 2: Analysis of results reporting in Namibia annual country reports (2017-2021)						
		ACR 2017	ACR 2018	ACR 2019	ACR 2020	ACR 2021
<b>Outcome indicators</b>						
	Total number of indicators in applicable logframe	<b>1</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>8</b>
<b>Baselines</b>	Nr. of indicators with any baselines reported	<b>1</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>7</b>
	Total nr. of baselines reported	1	1	6	8	13
<b>Year-end targets</b>	Nr. of indicators with any year-end targets reported	<b>0</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>7</b>
	Total nr. of year-end targets reported	0	0	1	8	13
<b>CSP-end targets</b>	Nr. of indicators with any CSP-end targets reported	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>7</b>
	Total nr. of CSP-end targets reported	1	1	1	8	12

Table 2: Analysis of results reporting in Namibia annual country reports (2017-2021)						
		ACR 2017	ACR 2018	ACR 2019	ACR 2020	ACR 2021
<b>Follow-up</b>	Nr. of indicators with any follow-up values reported	0	0	4	6	7
	Total nr. of follow-up values reported	0	0	6	8	13
<b>Cross-cutting indicators</b>						
	Total number of indicators in applicable logframe	1	1	9	9	9
<b>Baselines</b>	Nr. of indicators with any baselines reported	0	0	0	9	8
	Total nr. of baselines reported	0	0	0	11	15
<b>Year-end targets</b>	Nr. of indicators with any year-end targets reported	0	0	0	9	8
	Total nr. of year-end targets reported	0	0	0	11	15
<b>CSP-end targets</b>	Nr. of indicators with any CSP-end targets reported	0	0	0	9	8
	Total nr. of CSP-end targets reported	0	0	0	11	15
<b>Follow-up</b>	Nr. of indicators with any follow-up values reported	0	0	0	9	8
	Total nr. of follow-up values reported	0	0	0	11	15
<b>Output indicators</b>						
	Total number of indicators in applicable logframe	9	9	23	23	31
<b>Targets</b>	Nr. of indicators with any targets reported	14	14	14	6	7
	Total nr. of targets reported	8	8	18	14	18
<b>Actual values</b>	Nr. of indicators with any actual values reported	14	14	13	6	7
	Total nr. of actual values reported	14	14	15	14	18

Source: Namibia Annual Country Reports 2017, 2018, 2019, 2020 and 2021.

**Table 3: Outcome Indicator Checklist CSP 2017-2021**

Strategic outcome	Indicator	2017			2018			2019			2020			2021		
		Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up
01 - Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year	Emergency Preparedness Capacity Index	✓	✓	✗	✓	✓	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓
	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening							✓	✓	✓	✓	✓	✓	✓	✓	✓
02 - Government Policy dialogue and programme design in Namibia is informed by evidence and enhanced knowledge of hunger issues throughout NDP5 period	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening							✓	✓	✓	✓	✓	✓	✓	✓	✓
03 - Targeted food insecure households affected by shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises.	Consumption-based Coping Strategy Index (Average)							✓	✗	✓	✓	✓	✓	✗	✗	✗
	Food Consumption Score: Percentage of households with Acceptable Food Consumption Score							✓	✗	✓	✓	✓	✓	✓	✓	✓
	Food Consumption Score: Percentage of households with Borderline Food Consumption Score							✓	✗	✓	✓	✓	✓	✓	✓	✓
	Food Consumption Score: Percentage of households with Poor Food Consumption Score							✓	✗	✓	✓	✓	✓	✓	✓	✓




**Table 3: Outcome Indicator Checklist CSP 2017-2021**

Strategic outcome	Indicator	2017			2018			2019			2020			2021		
		Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up	Baseline	Target	Follow up
04 - Government institutions in Namibia have capacity to conduct analysis that supports planning aimed at achieving transformative and resilient food systems by the end of 2023.	Percentage increase in production of high-quality and nutrition-dense foods															
05 - Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise throughout the CSP period.	User satisfaction rate															

Source: Namibia Annual Country Reports 2017, 2018, 2019, 2020 and 2021.

## Annex 6: WFP presence in Namibia (2014-2021)

		2014	2015	2016	2017	2018	2019	2020	2021
Namibia relevant events		<p><b>Namibia Census of Agriculture 2013/2014.</b></p> <p><b>November 2014</b> – At the General election, the SWAPO party retains both the Presidency and the National Assembly.</p>	<p><b>El Niño Southern Oscillation (ENSO)</b> affects the Region and Namibia</p>	<p><b>Blueprint on Wealth Redistribution and Poverty Eradication</b></p> <p><b>Harambee Prosperity Plan I (2016-2020)</b></p>	<p><b>5th National Development Plan (NDP5) 2017/18-2021/22</b></p> <p><b>Namibia Zero Hunger Strategic Review</b></p>	<p><b>Namibia's 1st Voluntary National Review (VNR)</b></p> <p><b>The Namibia Labour Force Survey for 2018</b></p> <p><b>June 2018</b> – Namibia receives the 2017 GIMAC prize</p> <p><b>2018</b> - Intense drought period</p>	<p><b>United Nations Partnership Framework (UNPAF) 2019-2023</b></p> <p><b>School Feeding Policy for Namibia</b></p> <p><b>April 2019</b> - Historic severe drought is recorded.</p> <p><b>November 2019</b> – President Hage Geingob of SWAPO is re-elected.</p>	<p><b>March 2020</b> – first case of Covid-19 detected</p>	<p><b>Harambee Prosperity Plan II (2021-2025)</b></p> <p><b>Namibia's 2nd Voluntary National Review (VNR)</b></p>
WFP interventions	<p><b>IR-PREP 200908: Regional El Niño Preparedness for South Africa (November 2015 – February 2016)</b></p>		<p><b>Activity type:</b> emergency preparedness support</p> <p><b>Total budget:</b> USD 285,288</p>						

	<b>Namibia CSP (2017 -2023)</b>				<p><b>Activity type:</b> Institutional capacity strengthening; support food nutrition; food assistance and systems; support to small holder farmers.</p> <p><b>Total requirements:</b> USD 45,857,580</p> <p><b>Total contributions received:</b> 18,267,632</p> <p><b>Funding:</b> 39.84%</p>				
<b>Outputs at CO level</b>	Food distributed (MT) 				<b>CSP:</b> originally food distribution was not foreseen.	<b>CSP:</b> originally food distribution was not foreseen.	<b>CSP:</b> 112 mt; 2,77 percent actual v. planned	<b>CSP:</b> 13,438 mt; 96,79 percent actual v. planned	<b>CSP:</b> 85 mt; originally food distribution was not foreseen.
	Cash distributed (USD) 				<b>CSP:</b> originally CBT was not foreseen.	<b>CSP:</b> originally CBT was not foreseen. A CBT study was not conducted due to lack of funding.	<b>CSP:</b> USD 0; 0 percent actual v. planned.	<b>CSP:</b> CBT did not occur.	<b>CSP:</b> USD 110,996; 6.56 percent actual v. planned  USD 411,553 in commodity vouchers; 24.33 percent actual v. planned
	Actual beneficiaries (number) 				<b>CSP:</b> not reported.	<b>CSP:</b> not reported.	<b>CSP:</b> actual 7,919 (3,715 men and 4,204 women) 2 percent actual v. planned (male); 2 percent actual v. planned (female); 2 percent actual v. planned (total).	<b>CSP:</b> actual 379,340 (177,911 men and 201,429 women) 102 percent actual v. planned (male); 99 percent actual v. planned (female); 100 percent actual v. planned (total).	<b>CSP:</b> actual 64,631 (30,379 men and 34,252 women); 41 percent actual v. planned (male); 41 percent actual v. planned (female); 41 percent actual v. planned (total)

Source: IR-PREP 200908 Regional El Niño Preparedness for South Africa; CSP Namibia 2017-2023; Namibia Annual Country Reports 2017, 2018, 2019, 2020 and 2021. Data compiled on 20/01/2022.

# Annex 7: Line of sight

Country strategic plan Namibia 2017-2023, line of sight				
NAMIBIA CSP 2017-2023				
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 5 – Capacity Strengthening (SDG Target 17.9)	SR 1 – Everyone has access to food (SDG Target 2.1)	SR 4: Food systems are sustainable (SDG Target 2.4)	SR 8 –Enhance global partnership (SDG Target 17.16)
ROOT CAUSES	RESILIENCE BUILDING	CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING
<p><b>OUTCOME 1:</b> Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year</p>	<p><b>OUTCOME 2:</b> Government Policy dialogue and programme design in Namibia is informed by evidence and enhanced knowledge of hunger issues throughout NDP5 period</p>	<p><b>OUTCOME 3:</b> Targeted food insecure households affected by shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises.</p>	<p><b>OUTCOME 4:</b> Governmental institutions in Namibia have capacity to conduct analysis that supports planning towards transformative and resilient food systems by the end of 2023</p>	<p><b>OUTCOME 5:</b>Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise throughout the CSP period</p>
<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Food insecure people benefit from the government's improved capacity to design, implement and scale-up the national shock-responsive safety nets in order to ensure their access to food and to increase their income available for other necessities (category C; Tier 2 Beneficiaries; Other SDG 1.3)</li> <li>School children benefit from improved implementation capacity of the government to design and manage the national school feeding programme in order to meet their basic food and nutrition needs and increase school enrolment (Category C; Tier 2 Beneficiaries; Other SDG 1.3 and 4.1)</li> <li>Food-insecure people benefit from the government's improved capacity to design, implement nutrition sensitive interventions that improve access to and consumption of nutritious diet (Category C, Tier 2 Beneficiaries; Other SDG 3.2)</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Food insecure people in Namibia benefit from the Government's increased utilization of evidence-based analysis in zero hunger programming in order to improve their access to food and other basic needs (category C; Tier 2 Beneficiaries; Other SDG 1.3)</li> <li>Food insecure people benefit from the strengthened capacity of national authorities to coordinate and implement the Zero Hunger Road Map in order to improve their food security and nutrition status (category C; Tier 2 Beneficiaries; Other SDG 1.3)</li> </ul>	<p><b>OUTPUT:</b></p> <ul style="list-style-type: none"> <li>Shock-affected households facing moderate and severe food insecurity are supported to meet their basic food and nutrient requirements (Category A; Tier 1 Beneficiaries; Other SDG 1.3 and 3.2)</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Government entities are provided with technical support to undertake system modeling and analysis (Category C; Tier 2 Beneficiaries; Other SDG 1.5)</li> <li>Smallholder farmers benefit from strengthened linkages to institutional markets to increase sales and revenue (Category C, Tier 2 Beneficiaries; Other SDG 1.5)</li> </ul>	<p><b>OUTPUT:</b></p> <ul style="list-style-type: none"> <li>Government and other partners benefit from on demand service delivery in order to procure, store and handle food and strengthen social protection and safety net programmes (Category H; Tier 2 Beneficiaries; Other SDG 1.3 and 1.5)</li> </ul>
<p><b>ACTIVITY 1:</b> Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes (category 9; modality: CS)</p>	<p><b>ACTIVITY 3:</b> Provide capacity strengthening to government entities involved in hunger-related policy and programming (category 9; modality: CS)</p>	<p><b>ACTIVITY 5:</b> Provide food assistance to vulnerable people affected by shocks. (category 1; modalities: Food, CBT and CS)</p>	<p><b>ACTIVITY 7:</b> Support government entities to strengthen food systems in the country (category 9; modality: CS)</p>	<p><b>ACTIVITY 8:</b> Support government and development partners with supply chain and digital services and expertise (category 10; modality SD)</p>
<p><b>ACTIVITY 2:</b> Provide capacity strengthening and technical assistance to the government entities responsible for school feeding (category 9/ modality: CS)</p>	<p><b>ACTIVITY 4:</b> Provide technical assistance to the Ministry of Poverty Eradication and Social Welfare and partners involved in the implementation of the Zero Hunger Road Map (category 9; modality: CS)</p>			
<p><b>ACTIVITY 6:</b> Provide technical support to government entities responsible for nutrition programs (category 9 / modality: CS)</p>				

Source: WFP SPA website

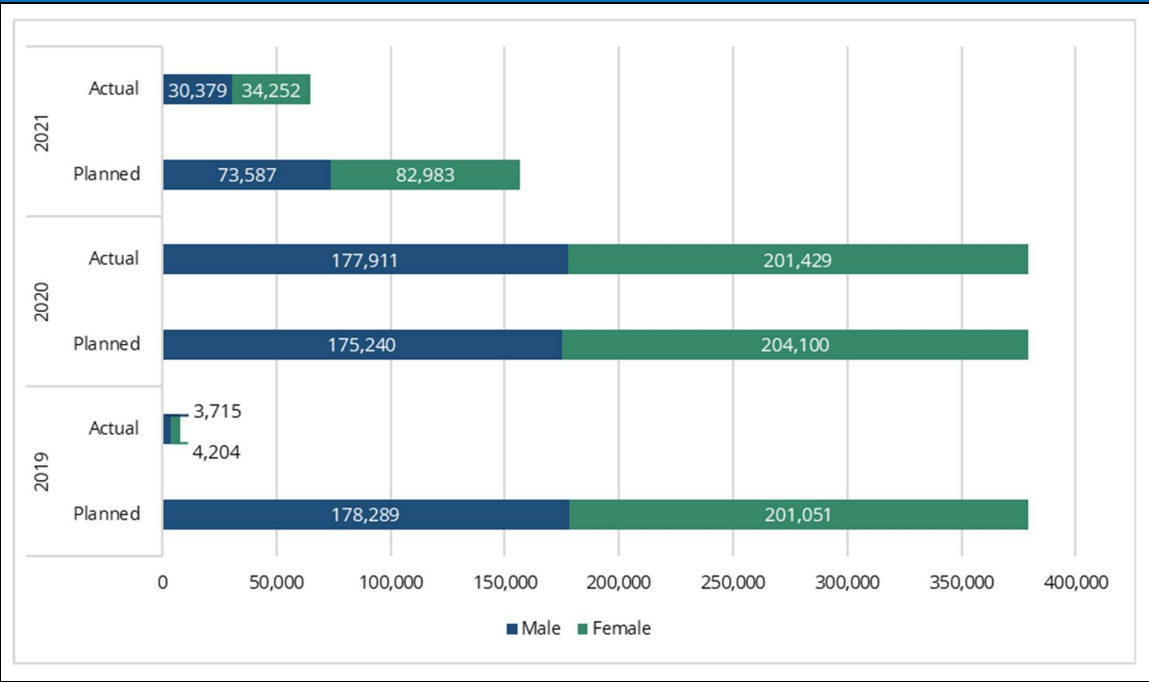
## Annex 8: Key information on beneficiaries and transfers

Table 3: Actual beneficiaries versus planned in 2019-2021, by year, activity tag and sex																				
SO	Activity	Activity tag	2019		2019		2019		2020		2020		2020		2021		2021		2021	
			Planned beneficiaries	Actual beneficiaries	Actuals as a % of planned beneficiaries	Planned beneficiaries	Actual beneficiaries	Actuals as a % of planned beneficiaries	Planned beneficiaries	Actual beneficiaries	Actuals as a % of planned beneficiaries	Planned beneficiaries	Actual beneficiaries	Actuals as a % of planned beneficiaries	Planned beneficiaries	Actual beneficiaries	Actuals as a % of planned beneficiaries			
			M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
	Act. 6	Institutional capacity strengthening activities	n.a	n.a.	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	14	15	n.a	n.a
SO2	Act. 2	Climate adaptation and risk management activities	n.a	n.a.	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	25	25	n.a	n.a
		Smallholder agricultural market support activities	n.a	n.a.	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	403	454	n.a	n.a
SO3	Act. 5	General Distribution	175,241	204,098	3,715	4,205	2%	2%	175,241	204,098	177,910	201,429	102%	99%	73,587	82,982	47,971	50,071	65%	60%
<b>Total without overlaps</b>			<b>178,289</b>	<b>201,051</b>	<b>3,715</b>	<b>4,204</b>	<b>2%</b>	<b>2%</b>	<b>175,240</b>	<b>204,100</b>	<b>177,911</b>	<b>201,429</b>	<b>102%</b>	<b>99%</b>	<b>73,587</b>	<b>82,983</b>	<b>30,379</b>	<b>34,252</b>	<b>41%</b>	<b>41%</b>

Source: ACR 2019, 2020 and 2021 for totals without overlaps and COMET CM-R020 for disaggregated data. Data extracted on 07/04/2022.



**Figure 1: Actual versus planned beneficiaries by gender in Namibia, 2019-2021**



Source: Annual Country Reports 2019, 2020 and 2021.

Table 4: Actual beneficiaries by transfer modality in Namibia 2019-2021 by strategic outcome														
			2019				2020				2021			
SO	Act.	Activity Tag	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
SO 3	Act. 5	General Distribution	7,919	2.1%	0	0%	379,340	100%	0	0	38,271	N.A.	9,366	65.2%

Source: COMET report CM-R002b, data extracted on 07/04/2022.

Table 5: Actual and planned beneficiaries by residence status and year, 2019-2021									
Residence status	Number of planned beneficiaries	Number of actual beneficiaries	% 2019	Number of planned beneficiaries	Number of actual beneficiaries	% 2020	Number of planned beneficiaries	Number of actual beneficiaries	% 2021
	2019	2019		2020	2020		2021	2021	
Resident	379,340	7,919	2%	379,340	379,340	100%	156,570	63,137	40%
IDPs	0	0	0	0	0	0	0	0	0
Refugees	0	0	0	0	0	0	0	0	0
Returnees	0	0	0	0	0	0	0	0	0

Source: ACR 2019, ACR 2020 and ACR 2021.

# Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft (dates are tentative and subject to change)
Preparation	Comms in ToR	<ul style="list-style-type: none"> <li>Evaluation Team</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> </ul>	EM/CM		February 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>WFP Technical Staff and Practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo; WFP.org</li> </ul>	EM		March 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>WFP Technical Staff and Practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo</li> </ul>	EM		July 2022
Data Collection	Exit debrief	<ul style="list-style-type: none"> <li>CO staff &amp; stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>PPT, meeting support</li> </ul>	EM/ET		September 2022
Reporting	Stakeholder workshop using the EvaluVision approach	<ul style="list-style-type: none"> <li>WFP Technical Staff and Practitioners</li> <li>WFP country/regional office/national and local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Workshop, meeting</li> <li>Piggyback on any CSP formulation workshop</li> </ul>	EM/ET	CM	December 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> <li>WFP EB/Governance/Management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP Technical Staff and Practitioners</li> <li>Donors/Countries</li> <li>Partners/Civil society/Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>Evaluation Network platforms (UNEG, Active Learning Network)</li> </ul>	EM	CM	March – June 2023

			for Accountability and Performance (ALNAP) • Newsflash			
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	• Executive Board website (for SERs and MRs)	EM/EB	CM	April - May 2023
Dissemination	Management response	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Country/Regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web (WFP.org, WFPgo)</li> <li>• KM channels</li> </ul>	EB	EM	April - September 2023
Dissemination	ED Memorandum	• ED/WFP management	• Email	EM	DE	June - October 2023
Dissemination	Talking Points/Key messages	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> </ul>	• Presentation	EM	CM	June - October 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> </ul>	• Presentation	EM	CM	June - October 2023
Dissemination	Report communication	<ul style="list-style-type: none"> <li>• Evaluation management Group (EMG)</li> <li>• Division Directors, Country Offices and evaluation specific stakeholders</li> </ul>	• Email	EM	DE	June - October 2023
Dissemination	Video	<ul style="list-style-type: none"> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>•</li> </ul>	CM	EM	November 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> <li>• WFP EB/Governance/ Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society /Peers/Networks</li> </ul>	• Email	CM	EM	November 2023

Dissemination	Brief	<ul style="list-style-type: none"> <li>• WFP EB/Governance/Management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP Technical Staff and Practitioners</li> <li>• Donors/Countries</li> <li>• Partners/Civil society/Peers/Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	EM	CM	November 2023
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CM: OEV Communications team

## Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?</b>					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNPAF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action and development cooperation?					
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>					
3.1 To what extent were outputs delivered within the intended timeframe?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

# Annex 11: Approved Country Strategic Plan document

[Namibia Country Strategic Plan \(2017-2023\) | World Food Programme \(wfp.org\)](#)

# Annex 12: Proposed members of the Internal Reference Group and Terms of Reference

## A. Terms of Reference for the Internal Reference Group (IRG)

### 1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

### 2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

### 3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national stakeholder workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

### 4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters

staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level<sup>92</sup> (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

## B. Proposed IRG membership for Namibia CSPE

<b>Namibia Country Office</b>	
Country Director	<b>George Fedha</b>
National Advisor Strategy & Resource Mobilization	<b>Ericah Shafudah</b>
Head of Programme	<b>Elvis Odeke</b>
Programme Policy Officer / CSPE focal point	<b>Gloria Kamwi</b>
<b>Johannesburg Regional Bureau</b>	
School Feeding	<b>New incoming staff member</b>
Nutrition	<b>James Kingori</b>
CCS / Social Protection	<b>Atsuvi Gamli</b>
<b>HQ</b>	
Country Capacity Strengthening Unit	<b>Daniel Dyssel</b>

<sup>92</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

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# Annex 14: Acronyms

<b>AAP</b>	Accountability to Affected Persons
<b>ACR</b>	Annual Country Reports
<b>ART</b>	Antiretroviral Therapy
<b>AU</b>	African Union
<b>BR</b>	Budget Review
<b>CBT</b>	Cash-Based Transfers
<b>CO</b>	Country Office
<b>CPB</b>	Country Portfolio Budget
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DaO</b>	Delivering as One
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>EMOP</b>	Emergency Operation
<b>ET</b>	Evaluation Team
<b>ECHO</b>	European Civil Protection and Humanitarian Aid Operations
<b>ENSO</b>	El Niño Southern Oscillation
<b>EU</b>	European Union
<b>FAO</b>	Food and Agricultural Organisation of the United Nations
<b>GDP</b>	Gross Domestic Product
<b>GHI</b>	Global Hunger Index
<b>GII</b>	Gender Inequality Index
<b>GIMAC</b>	Gender Is My Agenda Campaign
<b>HDI</b>	Human Development Index
<b>HPP</b>	Harambee Prosperity Plan
<b>IPC</b>	Integrated Food Security Phase Classification



<b>IRG</b>	Internal Reference Group
<b>MoEAC</b>	Ministry of Education, Arts and Culture
<b>MTR</b>	Mid-Term Review
<b>NBP</b>	Needs Based Plan
<b>NDP</b>	National Development Plan
<b>NDP5</b>	5th National Development Plan
<b>NGOs</b>	Non-Governmental Organizations
<b>NHIES</b>	Namibian Household Income and Expenditure Survey
<b>NSA</b>	Namibia Statistics Agency
<b>NSFP</b>	Namibia School Feeding Programme
<b>ODA</b>	Official Development Assistance
<b>OEV</b>	Office of Evaluation
<b>PHQA</b>	Post Hoc Quality Assessment
<b>RBJ</b>	Regional Bureau in Johannesburg
<b>RISDP</b>	Regional Indicative Strategic Development Plan
<b>SADC</b>	Southern African Development Community
<b>SDG</b>	Sustainable Development Goal
<b>SERP</b>	Socio-Economic Recovery Plan
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>SO</b>	Strategic Outcome
<b>SWAPO</b>	South-West Africa People's Organization
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNICEF</b>	United Nations Children's Fund
<b>UNPAF</b>	United Nations Partnership Framework

<b>USA</b>	United States of America
<b>VNR</b>	Voluntary National Review
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>ZHSR</b>	Zero Hunger Strategic Review

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