# United Nations Partnership Framework 2019-23

DRAFT as of 14 March 2018

United Nations Country Team in Namibia and Government of the Republic of Namibia

# Signature Page

The United Nations Partnership Framework (UNPAF) for 2019-2023 has been prepared by the United Nations Country Team in Namibia, including non-resident agencies, based on consultations with the Government of the Republic of Namibia and other development partners.

By signing hereunder, the participating parties endorse the UNPAF 2019-23.

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# Declaration of Commitment

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, the realisation of the Harambee Prosperity Plan and the Blue Print for Wealth Redistribution and Poverty Eradication.  The UN will continue the *Delivering-As-One* approach, with the full commitment to enhance the coherence and efficiency of its agencies' contributions to achieve the longer-term Sustainable Development Goals, the Africa Agenda 2063, and the country's human rights obligations and other commitments under internationally agreed conventions and treaties.

The United Nations Partnership Framework 2019-23 is also guided by the **UN Country Team Vision 2030**, whose overarching objective is defined as follow:

"By 2030, Namibia is a developed nation with an equitable, inclusive, peaceful and sustainable societal and economic fabric, a resilient environment and transformational governance in line with the Sustainable Development Goals (SDGs)."

Aligned with the NDP 5, this partnership framework contributes to four main results areas:

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

Building on the spirit of the first United Nations Partnership Framework (UNPAF), this framework will be based on a partnership between the government of Namibia and the UN Country Team (UNCT), whereas the UN will offer its international network and expertise to facilitate exchanges and knowledge sharing, foster innovation, build new partnerships and provide continued policy support where requested.

# List of Abbreviations

| | |
|---|---|
| ACC | Anti- Corruption Commission |
| C4D | Communication for Development |
| CBF | Common Budgetary Framework |
| CBNRM | Community Based Natural Resource Management |
| CCA | Common Country Assessment |
| CSO | Civil Society Organisation |
| DAO | Delivering as One |
| DBN | Development Bank of Namibia |
| DRFN | Desert Research Foundation of Namibia |
| DRM | Disaster Risk Management |
| ECD | Early Childhood Development |
| EIF | Environmental Investment Fund |
| EMONC | Emergency Obstetric and New-born Care |
| FAO | Food and Agriculture Organisation |
| FSW | Female Sex Workers |
| GBV | Gender Based Violence |
| GBVPU | Gender Based Violence Protection Unit |
| GDP | Gross Domestic Product |
| GNI | Gross National Income |
| GRN | Government of the Republic of Namibia |
| HIV | Human Immunodeficiency Virus |
| HPP | Harambee Prosperity Plan |
| IBBS | Integrated Behavioural Surveillance Survey |
| ILO | International Labour Organisation |
| IOM | International Organisation for Migration |
| JPRMS | Joint Partnership and Resource Mobilisation Strategy |
| M&E | Monitoring and Evaluation |
| MAWF | Ministry of Agriculture Water and Forestry |
| MEAC | Ministry of Education, Arts and Culture |
| MET | Ministry of Environment and Tourism |
| MGECW | Ministry of Gender Equality and Children Welfare |
| MHA | Ministry of Home Affairs |
| MHETI | Ministry of Higher Education, Training and Innovation |
| MHSS | Ministry of Health and Social Services |
| MITSMED | Ministry of Industrialization Trade and SME Development |
| MLIREC | Ministry of Labour, Industrial Relations and Employment Creation |
| MME | Ministry of Mine and Energy |
| MNCH | Maternal and New-born Child Health |
| MoF | Ministry of Finance |
| MoJ | Ministry of Justice |
| MPESW | Ministry of Poverty Eradication and Social Welfare |
| MSM | Men who have Sex with Men |
| MSME | Micro, Small Medium Enterprise |
| MSS | Ministry of Safety and Security |
| MSYNS | Ministry of Sport, Youth and National Service |

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|---|---|
| MTR | Mid-Term Review |
| MURD | Ministry of Urban and Rural Development |
| NAFIN | Namibia Alliance for Improved Nutrition |
| NAMPOL | Namibian Police |
| NAPPA | Namibia Planned Parenthood Association |
| NASA | National AIDS Spending Assessment |
| NCD | Non-Communicable Disease |
| NDHS | National Demographic and Health Survey |
| NDP5 | Fifth National Development Plan |
| NDRMC | National Disaster Risk Management Committee |
| NDRMS | National Disaster Risk Management System |
| NHA | Namibia Health Account |
| NHIES | National Household Income and Expenditure Survey |
| NLP | National Land Policy |
| NPC | National Planning Commission |
| NRA | Non-resident Agency |
| NSA | Namibia Statistics Agency |
| NSF | National Strategic Framework for HIV and AIDS |
| NUST | Namibia University of Science and Technology |
| ODA | Official Development Assistance |
| OHCHR | Office of the High Commissioner for Human Rights |
| OPM | Office of the Prime Minister |
| PFM | Public Financial Management |
| RC | Resident Coordinator |
| RCO | Office of the Resident Coordinator |
| SADC | Southern African Development Community |
| SDGs | Sustainable Development Goals |
| SWAPO | South West Africa People's Organisation |
| TB | Tuberculosis |
| TiP | Trafficking in Persons |
| TVET | Technical Vocational Education and Training |
| UHC | Universal Health Care |
| UMIC | Upper Middle-Income Country |
| UN | United Nations |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNAM | University of Namibia |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Framework |
| UNDG | United Nations Development Group |
| UNDP | United Nations Development Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNFPA | United Nations Population Fund |
| UNICEF | United Nations Children Fund |
| UNIDO | United Nations Industrial Development Organisation |
| UNPAF | United Nations Partnership Framework |
| UPR | Universal Periodic Review |
| VAC | Violence Against Children |

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|---|---|
| WBCG | Walvis Bay Corridor Group, Boabab |
| WFP | World Food Programme |
| WHO | World Health Organisation |

# Contents

# 1   Introduction

This UN Partnership Agreement Framework (UNPAF) provides a system-wide overview of the UN System engagement and functions in Namibia for the period of 2019-2023.  It serves as the collective response of the UN in support of the GRN's development plans as per the National Vision 2030, the Fifth National Development Plan 2017-2022 (NDP 5) as well as the Sustainable Development Goals (SDG) and other international treaties and conventions.  The UNPAF 2019-2023 has been designed to ensure that the orientation of UN System supports the ambition of more coherent programming approaches that bring together development, humanitarian,  and human rights agendas in a manner that ensures optimal UN coordination, coherence, effectiveness and efficiency for maximum impact.

## 1.1   Global Context: 2030 Agenda, SDGs and UN Development System Reform

**New Global Development Agenda**
The 2030 Agenda and its 17 SDGs and 169 targets officially came into effect upon the expiry of the Millennium Development Goals (MDGs) on 1 January 2016 and will run through 2030. The 2030 Agenda strives for a world that is just, rights-based, equitable and inclusive and promote a sustained and inclusive economic growth, social development and environmental protection to benefit all, including women, children, youth and future generations. The 17 SDGs are complex and ambitious and cannot be achieved by any single actor. Therefore, if the 2030 Agenda is to be realized, it is of crucial importance to established broad partnerships with all development actors, acknowledging the universal, interlinked and integrated nature of the goals and the Agenda.

The UN System in Namibia recognizes that in order to meet the 'Leave No One Behind' principle, the 2030 agenda calls for a different level of integrated approaches and more emphasis on joined-up contributions by the UN. Similarly, in acknowledging the fundamental that no single actor can manage to address the interconnected SDGs and their targets, the UN will use the UNPAF to establish stronger partnerships both within the UN system as well as outside.

In December 2017, the UN Secretary-General submitted a report: *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet* outlining how the UN would respond to the 2030 Agenda. The report presents concrete proposals as to how the UN agencies, funds and programmes should work collaboratively, building on the strengths of each entity, to accelerate its alignment with the 2030 Agenda at country, regional and global levels. It proposes seven key areas of transformation envisaged to lead to the emergence of a new generation of UN country teams, centred around a strategic UNDAF and led by an impartial, independent and empowered Resident Coordinator. A coordinated, reprofiled and restructured regional approach is also proposed to fully support the work on the ground, as well as focus on a stronger UN institutional response and system-wide approach to partnerships for the 2030 Agenda. The funding of the UN System also needs to be revised aiming at bringing better quality, quantity and predictability of resources in exchange for accelerated repositioning and enhanced capacities of the system to deliver on the 2030 Agenda.

For the implementation of the UNPAF 2019-2023, the UN in Namibia will be guided by the global UN Reform process and continue to build on the lessons learned from being a so-called Delivering as One (DaO) self-starter since 2009. The UNCT will also engage in dialogue with GRN and development partners regarding the funding of the implementation of the UNPAF including leveraging resources towards the achievement of the SDGs.

## 1.2   National Development Plans

The UNPAF 2019-2023 is prepared in response to the key national plans guiding sustainable development in Namibia. The national long-term vision is defined in "Namibia's Vision 2030 – Policy Framework for Long-Term Development (Vision 2030)". The Vision 2030, intended to reduce inequalities, has the overriding objective of creating "a prosperous and industrialized Namibia, developed by her human resources, enjoying peace, harmony and political stability" with a supporting vision of "poverty is reduced considerably, the existing pattern of income distribution is equitable and disparity is minimised". One of the major principles upon which Vision 2030 is based is "partnerships", which is recognized as a major prerequisite for the achievement of dynamic, efficient and sustainable development. This involves partnership between government, communities and civil society, partnership between different branches of government, with the private sector, non-governmental organisations, community-based organisations and the international community; partnership between urban and rural societies and, ultimately between all members of the Namibian society.

Vision 2030 is being implemented through a series of 5-year plans. The current plan is the Fifth National Development Plan (NDP5) which is established on four interconnected pillars that are founded on the principle of sustainable development: Economic Progression, Social Transformation, Environmental sustainability and Good Governance.

The UNPAF 2019-23 is aligned to both the medium and long term National Development Plans (NDP5 and Vision 2030) and the pillars of UNPAF 2019-2023 mirrors the four pillars of the national plan. In response to global trends regarding the shifting role of the UN and its way of providing support, the UN system in Namibia will continue the transformative change and gradually shift from direct implementation to upstream policy support, evidence generation and national capacity development, thereby creating enabling conditions for people-driven sustainable and inclusive development.

The UNPAF 2019-2023 is also significantly influenced by the classification of Namibia as an Upper Middle-Income Country (UMIC).  This income status impacts the funding of the UN System, the kind of support the UN System will be delivering, and how it will be delivering it.  The support of the UN System in MICs has been broadly analysed and discussed. It is the subject of several recent General Assembly Resolutions[1] which reiterate the challenges faced by MICs especially in terms of inequalities and vulnerability of their development gains to internal and external shocks, while noting that the UN System will have to reprofile

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[1] GA Resolution A/RES/68/222: Development Cooperation with middle income countries; 7th February 2014; GA Resolution A/RES/70/215: Development cooperation with middle-income countries, New York, September 2015; GA Resolution A/68/265: Report of the Secretary General, "Development cooperation with middle-income countries" New York; 5th August 2013.

its modus operandi to more effectively respond to the features of these countries' MIC status. Furthermore, the adoption of the 2030 Agenda, as noted above, dictates for the UN to take bold steps to align its operations, capacities and expertise to deliver on the new development agenda.

In line with the above this UNPAF is driven by the understanding that working in silos is no longer an option and that capacities to provide integrated policy advice is the key to support Namibia's progress towards the 2030 Agenda and the SDGs. In Namibia, as in other MICs, the UN will consistently provide support to look beyond national averages (strengthening, inter alia, statistical capacities), facilitate exchanges of experiences and transfer of knowledge with other countries through south-south and triangular cooperation, and facilitate the development of multi-stakeholders' partnerships, leveraging its convening power.

## 1.3   UN Programming Principles and Approaches

The 2030 Agenda for Sustainable Development (2030 Agenda) is universal, integrated, transformative and people-centred and is applicable and relevant to all countries. Its results framework is represented by the SDGs, a set of interdependent goals that require coherent efforts at all levels by governments, the UN system and all other stakeholders.

In order for the UN to support the implementation of the 2030 Agenda four key programming principles have been identified[2] at the global level and applied in the design of this UNPAF. *Leaving no one behind and reaching the furthest behind first* is the overarching principle that unifies UN programming, policy and advocacy efforts and is the central promise of the 2030 Agenda. It represents the commitment of the UN to address the multidimensional causes of poverty, inequalities and discrimination, and reduce vulnerabilities of the most marginalized in society, including non-citizens. Leaving no one behind requires that the UN system prioritises its programmatic interventions to address the situation of those most marginalized, discriminated against and excluded, and to empower them as active agents of development. The pledge to leave no one behind is underpinned by three other programming principles: *Human rights, Gender equality and women's empowerment* - a central objective of the 2030 Agenda is to "realize the human rights of all and to achieve gender equality and the empowerment of all women and girls"; *Sustainability and Resilience* - ensuring the lasting protection of the planet and its natural and cultural resources, supporting inclusive and sustained economic growth, ending poverty in all its dimensions and enhancing human well-being; and *Accountability* - the 2030 Agenda includes commitments to greater accountability at global, regional and national levels, and to corresponding mechanisms for implementation and follow up.

Six mutually reinforcing programming approaches to deliver on the four unifying programming principles for integrated programming have also been identified globally for the UN to apply in all country contexts[3]. These are: 1) Results-focused programming to support the use of evidence and disaggregated data and application of Results-Based Management principles; 2) Capacity development aiming at maximizing national ownership through the strengthening and maintaining capacity, 3) Risk-informed programming

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[2] See the UNDG 217, "UNDAF Companion Guidance on Programming Principles"
[3] See UNDD 2017, "United Nations Development Assistance Framework Guidance"

where risk affecting implementation of UNPAF and appropriate risk mitigation measures are identified; 4) Development, humanitarian and peacebuilding linkages to demonstrate coherence between development planning and implementation and humanitarian action (where applicable); 5) Coherent policy support focusing on enhancing policy coherence at country level and promotion of issue-based approaches to joint UN programming; 6) Explore full potential of partnerships and national and regional level.

The UNPAF 2019-2023 for Namibia has been developed in full alignment with the four principles and six approaches for integrated programming and has guided the identification of the strategic prioritization and the design of the UNPAF implementation Mechanism.

## 1.4 Lesson learned and Comparative Advantages

**Implementation of UNPAF 2014-2018**
The Mid-Term Review (MTR) of the UNPAF 2014-18 finalised in October 2016, highlighted several important lessons with regards to the implementation of the first partnership framework. Overall, the MTR concluded that agencies were implementing activities in support of the National Development Plan and found evidence that progress towards the stated outcomes was made. However, implementation of the UNPAF was happening amidst poor coordination and an absence of clear performance management and evaluation framework both within the UN and the GRN. It was observed that whilst some advancement had been made on UN Reform, there was significant scope for improvement and efforts had not yet led to sufficient reduction of duplication of efforts between the UN agencies.

Particular concerns were expressed with regards to the sustainability of the UNPAF as this hinged upon the level of national capacities especially on the government side. In order for the UN to develop national capacities, its own internal capacities needed to be improved. The MTR concluded that the ambition to transition from development assistance to partnership i.e. working within a UMIC context, required a more systematic approach towards a reprofiling of UNCT staffing.

The MTR also concluded that UN System remained a relevant partner to the GRN, in spite of its evolving development context, and note the very strong alignment between the UNPAF 2014-2018 and the NDP 4 particularly in support of the social upliftment, environmental sustainability and good governance.

**Comparative Advantages of the UN System in Namibia**
The 2017 Common Country Assessment (CCA) and the 2017 Joint Partnership and Resource Mobilization Strategy (JPRMS) confirmed that the UN in Namibia presents distinctive comparative advantages to contribute to further national development. A Key Development Partners Survey showed the acknowledgement and appreciation for the UN legacy in the country, as the organization that supported its independence from South Africa. Such legacy clearly positions the UN as a 'partner of choice' and, most importantly, as a trusted and credible organization.

The key comparative advantages of the UN System in Namibia can be summarized as its ability to:

- promote inclusiveness and ensuring that the principles of human rights, equity, accountability, empowerment and participation are considered in development plans, policies and processes;

- strengthen national capacities at all levels, underpinned by and leading to national ownership and showcase best practices;
- provide knowledge management and implementation of comprehensive RBM measures to support Government efforts in upscaling results orientation, as well as objective reporting and monitoring;
- provide multi-sectoral and multi-dimensional technical policy advice on interrelated development issues, particularly relevant for advancing on the 2030 Agenda
- act as broker for dialogue among all national partners - Government, Development Partners and civil society;
- provide support to domestication (integration into national laws and policies), of reporting on and monitoring of Namibia's international commitments under human rights treaties, Conventions and other instruments;
- use the holistic and interconnected nature of the SDG platform particularly to complement the 'Delivering as One' approach, requiring UN agencies to coordinate their efforts to deliver seamless, more effective services.

## 1.5   Preparation of UNPAF 2019-2023

The UNPAF 2019-2023 for Namibia was developed in full alignment with the 2017 UNDG UNDAF Guidance and in an inclusive and participatory manner with Government, Development Partners and Civil Society Organizations.

The key milestones of this process were:

- **The Namibia UN Partnership Framework 2014-18 Mid-Term Review**
  The MTR delivered critical recommendations for UNCT future interventions, which are being considered in the design and implementation of this UNPAF.

- **2017 Common Country Assessment**
  The 2017 CCA articulated Namibia's country context, opportunities and challenges, encompassing sustainable development, human rights, gender equality, peace and security, and humanitarian perspectives. As such, the CCA provided the essential evidence base from which the theory of change of the UNPAF was derived.

- **Strategic Prioritization**
  The Strategic prioritization process led to the identification of the UNPAF outcomes. This is based on the findings and recommendations of the MTR, the CCA, as well as other information, including analysis of comparative advantages and the UN 2030 Vision Exercise.  A Strategic Prioritization Retreat (SPR) was held in November 2017 with all key stakeholders of the UN and identified four main results areas for the UNPAF 2019-23 (pillars) and seven specific outcomes outlining UN's focus in contribution to each pillar.  Following the SPR, four pillar groups were established responsible for the development of the final outcome statements and of the UNPAF results matrix. These were guided by an internal UN Theory of Change exercise articulating the change pathway leading UN key interventions to contribute to the stated outcomes, the aspirations under each pillar and the overarching long-term vision for the country.

# 2  UN Strategic Priorities for 2019-23

## 2.1  Key Development Challenges in Namibia

Namibia is a young, vast and rich nation.  It reached her independence in 1990 after a significant liberation struggle and with the support of the international community. With her vast territory and a population of 2.3 million, Namibia is one of the countries with the lowest population density and her people is widely distributed across her vast territory.  Since 2009 Namibia has been classified as an Upper-Middle Income Country (UMIC) by World Bank definition.  In 2016 her GNI per capita was 4,620 USD[4], which places Namibia in the lower ranks of the UMIC classification[5] registering a decline compared to 2015.

Since independence the country's economy has grown to an average of 4.5% per year (ISS 2017), thanks to its extractive industries and tourism.  Poverty rates have declined significantly since the '90s and the country scores highly in international governance-related indexes[6].

However, persistent pockets of poverty, unemployment and staggering inequalities are lingering development challenges in Namibia in spite of its UMIC status.  These are exacerbated by the negative impact of climate change phenomena with recurring droughts and floods.  The country features one of the most unequal distributions of wealth with a national Gini coefficient index of 0.572 (NDP 5), and a rural/urban and inter-regional divide. Poverty rates, in spite of the improvements, remain high compared to the level of per capita wealth (27 percent in rural areas and 9.6 percent in urban).  66 percent of the population is under the age of 30, and youth unemployment is as high as 43.4 percent. The economic growth fostered by the mining industry has not led to the development of a manufacturing sector nor significant job creation. The lack of industrialisation in farming techniques and infrastructure in business development makes the agriculture sector inefficient, only contributing 3 percent to Namibia's GDP, while employing 31 percent of the workforce. Scarce resilience to rising natural disasters increases vulnerability to poverty and reinforces the push to rural-urban migration.

Access to quality social services, especially in rural and remote areas, remains a significant challenge. 46 percent of the population does not have access to toilet facilities (NDHS 2013); only 47 percent of households have electricity (ibid); 22 percent of new-born children are not being registered (GRN-UNICEF Programme of Cooperation 2014-2018: Mid-Term Review, 2016).  In spite of great achievements made in expanding education services in the poorest, most remote communities the survival rate from Grade 1 to Grade 12 is at 1 percent (ibid.); maternal mortality rate is at a high 385 per 100,000 live births (2013, source MDG Report 2015); HIV epidemic is estimated by UNAIDS to be 14 percent among the general population as of 2016.

In line with the Leaving no one behind principle of UN programming to achieve the 2030 Agenda, the CCA analysed and identified a number of patterns of exclusion in Namibia, which relate to gender, area of

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[4] Source https://wits.worldbank.org , Atlas method, current USD.
[5] According to World Bank to be classified as an UMIC a country should have a GNI per capita between 3,956 and 12,253 USD.
[6] In 2017 Namibia was ranked second in Africa as Overall Governance Ibrahim Index and 51/180 (worldwide) as per Corruption Perceptions Index.

residence, age (with children and youth being more at risk of being left behind), regional disparities and ethnicity. Cross-cutting the economic, social and environmental dimensions of sustainable development a number of key challenges that hinders Namibia's aspiration to eradicate poverty and increase equality have been identified. These comprise inadequate capacity of the public sector to implement policies and plans, including lack of effective inter-sectoral coordination; limited public participation in decision-making processes and overall weak civil society; and lack of data and integrated M&E systems which further undermine the ability of the state to effectively address outstanding challenges across all sectors. Public participation and efficiency of social services delivery are further hindered by an underdeveloped decentralization process.

## 2.2 Strategic priority areas and rationale

The elaboration of this UNPAF is driven by the national aspirations and goals as embodied in the Fifth National Development Plan (NDP 5), the Harambee Prosperity Plan and the Blue Print on Wealth Redistribution and Poverty Eradication, while being guided by the long-term global commitment of the 2030 Agenda and its principles, as well as other related development and human rights commitments and standards. Everything that the UN will be implementing in 2019-23 is intended to contribute to the eradication of poverty and increase equality for people living in Namibia. In order to achieve this, four main areas of interventions have been identified corresponding to the four pillars of NDP 5, namely economic progression, social transformation, environmental sustainability and good governance.

Under each pillar, the UN system, together with relevant partners, has identified more specific outcomes that speaks to the UN comparative advantages in the country, the identified cross-cutting challenges, and to the principle of leaving no one behind, which is at the core of the realization of the 2030 Agenda. In particular, in each dimension, the UN will be supporting national efforts with a focus on having an impact on those **people that are more at risk of being left furthest behind**. People being at risk of being left behind are those considered most vulnerable to the development challenge being addressed under each outcome. This vulnerability is qualified by distinctive features under each thematic area. When it comes specifically to vulnerability to shocks in general, women, children, the unemployed, persons with disabilities, the elderly, households and communities with limited assets and living in remote areas are considered potentially more vulnerable in Namibia[7]. Attention will also be given, where relevant, to marginalised indigenous groups[8].

Furthermore, intervention strategies are centred around the identified cross-cutting outstanding challenges that are hindering Namibia's ultimate leap to poverty's eradication and tackling inequalities. This means a consistent focus on enhancing capacities for effective policy implementation, data gathering

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[7] Reference is here made to the Ministry of Poverty and Social Welfare's Blue Print on Wealth Redistribution and Poverty Eradication, 2016, p. 25.

[8] There is no official UN definition of "indigenous peoples", however in the UN Factsheet on Indigenous People (published by the UN Permanent Forum on Indigenous Issues) reports that the understanding of the term is based on historical continuity with pre-colonial and/or pre-settler societies; strong link to territories and surrounding natural resources; distinct social, economic or political systems; distinct language, culture and beliefs; form non-dominant groups of society; and resolve to maintain and reproduce their ancestral environments and systems as distinctive peoples and communities.

and analysis, and coordinated cross-sectoral approaches. Priority will be given to opportunities for knowledge exchange and peer support through innovative south-south cooperation initiatives. The UNCT will consistently explore opportunities to adopt technological innovations to make progress towards the set development outcomes, including through partnerships with the private sector in the areas of, but not limited to, data collection, sustainable energy production, public institutions' citizens accountability, civil society engagement, service delivery, etc.

For each pillar it has been identified one specific outcome, with the exception of the Social Transformation pillar, where the UN aims at contributing to four specific outcomes covering health, education, protection from violence, and social protection.

The UNPAF will support Namibia to make progress towards the SDGs, while also looking at the 2030 Agenda in a holistic and comprehensive way. Figure 2 below shows how, under each priority area, the UNPAF outcomes aim at contributing to specific SDGs, with a cross-cutting contribution to reducing inequalities (SDG 10) and strengthening partnerships and information management (SDG 17).



Figure 2 UNPAF Priorities and SDGs

The UNPAF also recognizes that the pillars do not work and cannot be considered in silos. There are strong **synergies** across the four pillars and the thematic areas embedded therein. These will be kept in due consideration and fostered to ensure that the multidimensionality of the sustainable development agenda is reflected in UN programming. In particular:

1. Economic progression and environmental sustainability (especially in terms of natural resources managements) are underpinned by similar challenges (including access to land, deforestation, overgrazing, water management, energy) and hence working on one of this pillar will have positive spill-over effects on the other and vice-versa.
2. The nexus between a healthy environment and the well-being of people is kept into consideration, especially when it comes to pollution and sanitation.

3. The level of food production and children's nutrition are closely linked, with the production side being addressed under pillar 1 and children's nutrition status under pillar 2.
4. Resilience to natural disasters (pillar 3) is also strengthened by effective social protection schemes (pillar 2).
5. Creating an enabling environment for civic engagement (pillar 4) will also facilitate civil society's support to effective service delivery especially in remote areas (pillar 2).

The UN will also adopt a specific programmatic approach to address selected cross – cutting issues as reported in section 2.7 on page 26.

## 2.3   Pillar 1: Economic Progression

The NDP 5 sets as the overall goal of the Economic progression pillar to "Achieve Inclusive, Sustainable and Equitable Economic Growth". In order to fulfil this goal, the national plan identified 15 focus areas, of which the UN has selected 6, which match the individual and combined agencies' comparative advantages, namely: agriculture and food security, enterprise development, research and innovation, energy, water management, and rural economic development with a mainstreamed focus on youth employment.

The overall expected outcome of UN interventions in this area is:

> **BY 2023, INSTITUTIONS UPSCALE EFFORTS TO IMPLEMENT POLICIES FOR INCLUSIVE DEVELOPMENT AND POVERTY REDUCTION FOR VULNERABLE GROUPS**

With the overall aim of reducing poverty and inequalities in the country, the UN will support government's programmes to sustain economic growth, with the broad assumption that, if the economy will gradually change its structure fostering labour-intensive sectors as well as value addition and local content development, it will be less prone to external shocks and will be able to absorb the growing young and urban population. The comparative advantage of the UN system in this area is identified in its capacity-building competencies to address specifically the implementation gap that characterises most sectors in the country. It is assessed that in most of the identified focus areas, policies are in place, however their implementation is at times faulty and inefficient. This results in the inability of policies and strategies to meet their expected results and hence advance the economic agenda. In particular the UN will concentrate its efforts in ensuring that policies' implementation will keep into consideration the needs of vulnerable groups and how to economically empower them.

Key strategic interventions will include the following:

- Support the production of reliable economic data for targeting purposes – this would increase the efficiency of policies' and programmes' design and implementation and also allow to allocate resources where they are most likely to make a difference, especially in the lives of those most vulnerable to poverty and shocks. Data is currently lacking in particular regarding the informal sector

and the availability of such data would allow to address the inefficiencies and vulnerabilities of this sector.

- Strengthen the design and implementation capacities of government institutions at all levels in the area of agriculture[9] productivity, value chain development and food loss management, water management, sustainable energy production, MSMEs (Medium, Small and Micro Enterprises) development, research and innovation, and more broadly to support the country's industrialisation plans.
- Advocacy and lobbing to mainstream employment and decent work in infrastructure development.
- Empower vulnerable groups (youth, women, rural communities) to participate in economic activities in particular through skills development for the informal sectors, where the most vulnerable people are likely to be employed.

The people-centred approach to advance Namibia's economic agenda, sees the UN support focusing on employment creation, food security and integrated responses to rural development, reaching out to those regions in the country more at risk of being left behind.

With the understanding that the macro-economic fundamentals need to change (diversification of the economy, shifting from the reliance on exports of few raw natural resources) in order for economic growth to be sustainable and to be geared towards poverty eradication and more equality, the UN will work on enablers in the manufacturing and informal sectors (promotion of MSMEs, sustainable energy production, skills development) and to enhance agricultural productivity for food security and livelihoods' creation.

## 2.4    Pillar 2: Social Transformation

The second pillar of the current national development plan encompasses a wide-range of issues under the overarching goal to "Build Capable and Healthy Human Resources".  It covers areas and sectors where a number of UN agencies have specific expertise and mandates and hence can provide the most significant contribution.  The NDP 5 identifies 13 focus areas, to which the UN will contribute with 4 main outcomes:

BY 2023, MOST VULNERABLE WOMEN, CHILDREN, ADOLESCENTS AND YOUNG PEOPLE IN NAMIBIA HAVE ACCESS TO AND UTILISE QUALITY INTEGRATED **HEALTH** CARE AND NUTRITION SERVICES (UHC)

BY 2023, THE MOST VULNERABLE CHILDREN AND YOUNG PEOPLE IN NAMIBIA HAVE EQUITABLE ACCESS TO QUALITY **EDUCATION** AND LIFE-LONG LEARNING

BY 2023, THE MOST VULNERABLE WOMEN AND CHILDREN ARE EMPOWERED AND PROTECTED AGAINST **VIOLENCE**, ABUSE, NEGLECT AND EXPLOITATION

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[9] Agriculture includes livestock, fisheries and forestry

## BY 2023, THE MOST VULNERABLE CHILDREN, PEOPLE LIVING WITH DISABILITIES, INDIGENOUS PEOPLE, AND POOR UTILIZE QUALITY, INTEGRATED **SOCIAL PROTECTION** SERVICES

In light of the findings of the CCA and the challenges identified in the NDP 5, the UN will concentrate its efforts and expertise in tackling outstanding (HIV, Tuberculosis, poor sanitation) and emerging (non-communicable diseases, teenage pregnancy) health-related issues; enhancing equitable access to quality education services (including TVET); addressing violence and abuses especially against women and children; and promoting comprehensive social protection services.  All of these have been identified as underlying causes hindering further human development in Namibia by curtailing women's potential, influencing youth unemployment, reducing resilience and life-expectancy and ultimately exacerbating cycles of poverty and inequality.

Each outcome with its key strategic interventions and rationale will be presented in detail in the next sections.

### 2.4.1  Outcome 2.1 Health

## BY 2023, MOST VULNERABLE WOMEN, CHILDREN, ADOLESCENTS AND YOUNG PEOPLE IN NAMIBIA HAVE ACCESS TO AND UTILISE QUALITY INTEGRATED **HEALTH** CARE AND NUTRITION SERVICES (UHC)

In spite of the progress made, Namibia needs to address outstanding and emerging health-related challenges in order to leverage the full potential of her people and significantly improve life standards.  In particular, UN strategic interventions under this partnership framework are aimed at addressing the following challenges: increased malnutrition and poor sanitation; high maternal and infant mortality rates; significant HIV/AIDS prevalence (with new infections among adolescents and young people); teenage pregnancy; high morbidity from NCDs and CDs; and health system challenges.  These challenges are being addressed by working towards ensuring access to and utilisation of health care services by the people in Namibia that are more at risk of being left behind:  women, children, adolescent and young people and among them the most vulnerable to the identified challenges. These would concern hard to reach districts like Opuwo, Katima Mulilo, informal settlements in Windhoek, Rundu, Nyangana, Andara and Nankudu among others.

The UN will contribute to this result through the following key interventions. A first set of programmes are designed to strengthen the 'supply' side, thus preparing the relevant institutions to be in a position to reach out to the most vulnerable with quality health care services:

- With the aim to improve the nutrition status of most vulnerable population, the UN will support the scaling up of essential and high impact interventions that are specific for and sensitive to nutrition issues as well as strengthen the enabling environment for effective action, coordination, integration and implementation of food and nutrition programmes in the communities, schools and health facilities.

- Strengthen the implementation of the Reach Every Child/Community (REC) and Reach Every District (RED) approach through cascaded training, up to health facility level. This is expected to improve routine immunization coverage which contributes to the reduction of infant mortality and risks of future outbreaks of preventable communicable diseases.
- In order to improve the quality of health care services, the UN will support Integrated Management of Neonatal and Childhood Illness (IMNCI), Clinical Support Services (CSS), Every New-born Action Plan (ENAP) and Emergency Obstetric and Neonatal Care in facilities, training institutions and communities as part of the support to the Reproductive, Maternal, New-born, Child and Adolescent Health and Nutrition Strategy (RMNCAH &N).
- Strengthen capacity of the health system to cope with unexpected situation for prevention, detection and response to health and nutrition emergencies.
- Synchronize and strengthen the management of health information systems including e-health for evidence-based interventions. This should allow for better targeting and tracking of progress in reaching out to vulnerable people.
- Strengthen the management system of medicines, vaccines and commodities supply to prevent stock out and improve timely delivery of services.
- Support capacity building of health workers and community health workers. More capacitated human resources are expected to lead to improved quality of care.
- Contribute to the development of a health financing strategy and financial protection to ensure the financial sustainability of the healthcare system.

The UN will likewise work to empower the rights-holders and create an enabling environment for the most vulnerable to effectively utilize health care services and change their behaviour for a healthy life. The following key interventions are planned to this extent:

- Strengthen adolescent health services and education (adolescent friendly health services, comprehensive sexuality education) with the aim to prevent, inter alia, teenage pregnancies and HIV transmission.
- Accelerate the response to malaria, tuberculosis and HIV (Malaria Elimination Roadmap, TB Strategy, HIV Combination prevention approach, Elimination of Mother-to- Child Transmission road map, HIV treatment and care) to change people's behaviour and their utilization of services, while improving also the quality of service provision.
- Develop a multi-sectoral approach for prevention and control of Non-Communicable Disease (NCDs). A multi-sectoral approach is expected to promote a comprehensive awareness on NCDs which will lead to lifestyle changes and hence to the reduction in risk factors.
- Scale-up of community-led and school-led total sanitation approach initiative, which will contribute to change people's behaviour and enhance living conditions through better sanitation practices.

### 2.4.2  Outcome 2.2: Education and Skills

BY 2023, THE MOST VULNERABLE CHILDREN AND YOUNG PEOPLE IN NAMIBIA HAVE EQUITABLE ACCESS TO QUALITY EDUCATION AND LIFE-LONG LEARNING

In line with the Ministry of Education, Arts and Culture's aspirations, the UN will contribute to increase access to quality education and life-long learning. More specifically the UN will work towards a more equitable access to education services especially for most marginalised and poor children and young people.

In spite of significant investment in the education sector and the overall satisfactory enrolment rates at lower levels, the actual outcomes of Namibia's education system are not in line with expectations, based on the income status of the country and the needs of the labour market. Poor curriculum pedagogy and implementation, high drop-out rates, low teachers' capacity and overall inadequate policy implementation contribute to this situation. This is a critical area for the fulfilment of the country's goal of eradicating poverty and reduce inequalities and for the achievement of the SDGs in the years to come. If the growing youth population is not properly equipped to enter the labour market, the potential represented by this youth bulge can easily turned into a huge challenge, making investment in this sector a key opportunity for the country's future.

The UN will continue to support Namibia's education sector, with the following key strategic interventions designed to enable institutions (duty-bearers) to more effectively invest in education, enhance its performance and guarantee a more equitable access to education services, as well as advocate for the involvement of rights-holders:

- Support monitoring and support systems to prevent school drop-outs, children repeating grades and keep learners in school.
- Provide support to analysis, presentation and distribution of all educational data. It is noted that updated and reliable data is available, but it is not being effectively used nor guides the development and implementation of policies.
- Support systems strengthening to enhance access and quality of integrated early childhood development and pre-primary education programmes with a strong focus on the poor and most marginalised. It is well documented that ECD is crucial for the child's future educational performance and intellectual development and that investment in the early years yield significant cost-savings in the future.
- Promote and advocate for equitable spending across the education system to adjust the current overspending on secondary education and insufficient spending on primary (junior and pre-junior) education and promoting pro-poor funding to reach the most vulnerable children. With enrolment and enrolment rates dropping significantly at the upper secondary level, one of the identified bottlenecks relates to the capacity of the lower level education (foundation years) to develop the required competencies to be able to survive through the upper secondary level.
- Provide technical support and leverage domestic resources for increased capital investment in education with the aim to improve education infrastructure as well as Learning and Teaching Support Material (LTSM).
- Support the removal of health and safety barriers to education and promote active citizenry, as these are currently noted as an impediment to a broader base of children's participation in schools.
- Capacity building of school management/leadership, curriculum design, and teacher development to enhance the quality of education and thus lead to better education services and ultimately outcomes.
- Enhance access to equitable and relevant TVET, Higher Education and Science Technology and Innovation systems to equip young people and adults with relevant skills for employment, decent

work, entrepreneurship and lifelong learning. The specific interventions will focus on supporting the relevant ministry in strengthening its leadership and governance of VET, higher education and STI; support defining the sectoral strategies for VET as well as the development and implementation of a pilot programme for skills development and innovation in rural areas in Namibia.

### 2.4.3 Outcome 2.3: Protection against violence

> ## BY 2023, THE MOST VULNERABLE WOMEN AND CHILDREN ARE EMPOWERED AND PROTECTED AGAINST VIOLENCE, ABUSE, NEGLECT AND EXPLOITATION

Gender-based violence and other types of abuses, neglect and exploitation are widely recognised as a deeply entrenched social problem in Namibia that significantly undermines the development and social capital; it affects the social fabric at community level and the country at large. Contributing factors to this human rights violation include limited and poor quality of data to inform policy-making; slow implementation of laws and programmes; under-developed prevention services; weak coordination among relevant stakeholders; lack of quality, accessible, integrated and well-coordinated services for survivors and perpetrator of Gender-Based Violence (GBV), Violence Against Children (VAC), Trafficking in Persons (TIP); and harmful gender-based socio-cultural practices. The root cause of this are deeply entrenched patriarchal and traditional norms, values and belief systems, which perpetuates discriminatory practices especially against women and children.

Given the expertise and the specific mandate of a number of UN agencies in this respect, the UN is committed to contribute to government's and other partners' efforts to end these types of violence through a two-prong approach. On one side building the system and institutions' capacities to effectively prevent, respond to, and report on violence; and on the other empowering survivors of violence to speak out about violence and demand quality, and accessible services. By 'most vulnerable' are here considered Survivors of GBV (primary and as a witness), women and girls with low education, pregnant women, girls affected by child marriages, adolescents, unaccompanied immigrants and child migrants, people with disability, people living in remote rural areas (where services might not be accessible), orphans, and people living with HIV.

The following key strategic interventions are planned underpinned by the stated change theory:

- Address social norms that are discriminatory and perpetuates GBV, VAC and TIP through mass media/communication campaigns working with agents of change, including men and boys, Faith-Based Organisations, traditional leaders, education institutions, women's groups, offenders and survivors of violence to ensure individual and collective action towards positive social norms. Raising awareness and adopting a multi-stakeholders approach will improve utilization of prevention and protection service, as well as reporting of cases.
- Advocate for enforcement of legislation on violence, address legislative gaps, strengthen criminal justice and welfare systems to ensure perpetrators are treated, brought to justice and commensurably punished, as well as undertake legal literacy and implement community courts. If the justice services are available and effective and people know how to relate with them, there will be an increase in survivors receiving services.

- Improve timely collection, analysis, dissemination and application of comprehensive, quality and disaggregated data on GBV, VAC, TiP and harmful gender-based socio-cultural practices against women and girls. This includes support for the generation of real-time data through ICT-based solution; integration of relevant indicators in information management systems and surveys; and capacitate duty bearers on the analysis of strategic information.  The availability of such data will allow for evidence-based advocacy, planning and implementation for multi-sectoral prevention and response.
- Strengthen capacities for the delivery of health, policing, justice and social prevention and response services. This will include the development, finalization and review of policies, guidelines, protocols and other tools (such as SOPs for the GBV Protection Unit and a clinical handbook on sexual violence) to enhance duty-bearers' capacities to plan, allocate resources and deliver multi-sectoral, integrated services[10] that prevent and respond to violence, abuse and harmful practices against women and girls. The UN will also contribute to the integration of relevant curricula/modules in pre and in-service trainings to ensure that professional service providers have the right competencies, skills and attitudes of to handle cases of violence and thus enhance access and utilization of quality and effective essential services.
- In addition, key institutions responsible for coordinating the multi-sectoral response to GBV will be provided support to refurbish their facilities in order to effectively deliver the services.  This will include support to NGOs providing key services, such as hotlines, to update their equipment and software.

### 2.4.4   Outcome 2.4: Social Protection

**BY 2023, THE MOST VULNERABLE CHILDREN, PEOPLE LIVING WITH DISABILITIES, INDIGENOUS PEOPLE, AND POOR UTILIZE QUALITY, INTEGRATED SOCIAL PROTECTION SERVICES**

Social protection services, and in particular social safety nets, are acknowledged in the NDP 5 as a key determinant to poverty reduction and for having an important redistributive role.  While the GRN has over the years invested heavily in this area, there is room for improvement especially in terms of cost-effectiveness and ensuring right targeting.  This is also a crucial tool to ensure that no one in Namibia is left behind and is given equal opportunities.

The UN will continue to support the government in this sector leveraging, as in the other areas, its comparative advantages (capacity building, information management, advocacy) and working both with duty-bearers and rights-holders. Similarly to the previous outcome, UN key interventions are aimed at a coordinated multi-sectoral response and social protection policy.  The assumption being that if social protection policy and its implementation is better coordinated across sectors, it will benefit and be non-

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[10] This is envisaged as functional national and sub-national coordination mechanisms with integrated essential services in the areas of health (including sexual and reproductive health) law enforcement (police and justice) and psychosocial welfare, including safety of survivor (shelter).

discriminatory towards the most vulnerable people who at the moment might fall off the social protection services' radar screen.  In particular the UN will work towards:

- Support evidence-based policy and planning, in particular with regard to the coverage and impact of HIV-sensitive social protection services to the most vulnerable, including children.  Accurate data and information on how the current system reaches out and have an impact on vulnerable people is expected to be able to guide social protection policy reform, making it more effective.
- Develop a costed national social protection policy that outlines mandates in social protection, reducing overlaps and gaps in the current policy.  This should lead to an implementable and more comprehensive system.
- Support will be provided also to establish a formal multi-sectoral coordination body to implement the social protection policy.  Insufficient cross-sectoral coordination is acknowledged as a significant barrier to the effective implementation of social protection policies in the country.  Such formal body would enhance the opportunity for the public sector to work in a more coordinated and hence effective manner.
- Increase capacities of the social welfare cadre to manage multiple and overlapping deprivations among the most vulnerable, including access to grants and other social services.  If the right capacities and understanding are in place, the system will be able to reach out to the most vulnerable, because they will understand their deprivation and how to deal with them.
- Establish a database and a single registry system with link to civil registration system, which would overcome the current fragmented approach to grants making it more efficient, hence sustainable and reaching out to all in need.
- Undertake and support public advocacy and Communication for Development (C4D) initiatives to raise awareness of communities and caregivers on their right and eligibility to social protection measures. Most vulnerable groups are not always aware at the moment of the measures they can have access to, if proper advocacy carried out (together with the other interventions aimed at strengthening the supply side of social protection services), it is expected that those most in need will be able to tap into social protection services.

## 2.5   Pillar 3: Environmental Sustainability and Natural Resources Management (NRM)

The third pillar of the NDP 5 focuses on Environment and Natural Resources Management (NRM), which is the third key dimension of the sustainable development agenda.  Environmental sustainability is ever more important for a country like Namibia that can rely on its natural resources to boost its economy and create livelihoods and is likewise vulnerable to climate change and natural hazards. The NDP 5's goal under this pillar is to "Ensure Sustainable Environment and Enhance Resilience".  To contribute to this broad aspiration, the UN will focus on the below outcome:

> BY 2023, VULNERABLE POPULATIONS IN DISASTER PRONE AREAS AND BIODIVERSITY SENSITIVE AREAS ARE RESILIENT TO SHOCKS AND CLIMATE CHANGE EFFECTS AND BENEFIT FROM NATURAL RESOURCES MANAGEMENT

The focus, again, is on reaching those groups of people that are more at risk of being left behind as they are vulnerable to shocks and climate change effects and are not benefitting from an effective

management of the country's rich natural resources. Reducing inequalities in the country necessarily involves addressing the issue of equitable and sustainable use of its natural resources, especially mining and land.

The UN has identified a number of strategic interventions to reach this outcome and contribute to both the Environmental Pillar of the NDP 5 as well as government's efforts in disaster risk management which cut across the economic progression and social transformation pillars in the national plan. More specifically these include:

- Assessment and baseline studies, including vulnerability assessments, in order to identify those who are most vulnerable and assess their agricultural practices.
- Support the adoption of innovative approaches and technology for the sustainable utilisation of natural resources at the community level, these should act as 'demonstration sites' for possible scale up or replication country-wide where appropriate.
- Support the implementation of measures designed to combat poaching and illegal wildlife trade, as well as addressing its key drivers, such as human-wildlife conflict.  By reducing poaching, wildlife species will be preserved and this will also have an economic impact at national level (as Namibian tourism is based, inter alia, on the sustainable use of wildlife, e.g. trophy hunting, and in terms of limiting opportunities for legal trading of wildlife resources) and local/community level (as wildlife management is a source of revenue for communities). Social stability will increase if poaching is addressed, as poaching foster crime syndicates in communities and exacerbates human-wildlife conflict (as it pushes wildlife outside core areas).
- Advocacy to mainstream disaster risk management and climate change mitigation and adaptation in all sectors through dissemination of knowledge and production of evidence.  As existing traditional and innovative knowledge is adequately transferred and is used to influence policies and programmes, Namibia's natural resources would be better managed and resilience to climate change built.
- Build capacity to prevent, prepare, and respond to natural disasters, especially at local level.  As capacities are strengthened at the local level and processes decentralised, institutions will be in a better position to manage disasters, leveraging local knowledge and adapting plans.

## 2.6   Pillar 4: Good Governance

The fourth and last pillar of the NDP 5 covers governance issues with the overall goal to "Promote Good Governance through Effective Institutions". This encompasses four main focus areas in the national plan, namely peace, security and rule of law; transparency and accountability; public performance; and statistical development.  These are the enablers of sustainable development as integrated in 2030 Agenda and captured in SDG 16 and 17.

The UN in Namibia will contribute to this pillar focusing on the achievement of the following outcome

BY 2023, GOVERNMENT INSTITUTIONS AT NATIONAL AND REGIONAL LEVEL ARE ACCOUNTABLE AND TRANSPARENT, ENGAGING CITIZENS IN PARTICIPATORY DECISION-MAKING PROCESSES

The need to expand people's participation in quality decision-making processes, and in general civil society engagement, clearly emerged in the CCA, where it was also identified as one of the cross-cutting underlying causes hindering further advancement in human development. This was also indicated as an area where the UN has a strong comparative advantage in view of its role as neutral partner and broker as well as for its competencies in strengthening relevant institutions. The UN in Namibia has hence resolved to focus on working with national and regional institutions to create an enabling environment for people's participation, promoting their transparency and accountability not only to its citizens, but more broadly responding to the commitments made under international conventions and treaties.

More specifically, the UN will implement the following key strategic interventions in order to reach the above outcome:

- Support the establishment of functional and integrated statistical systems in order to increase the availability and management of data for policy-making; their establishment is expected to lead to evidence-based policy-making which should in turn make institutions more accountable and transparent (as well as more efficient). This is also a goal itself as stressed in the 2030 Agenda, where the concept of 'data revolution' is a key cross-cutting element of the agenda's implementation and the achievement of the SDGs.
- Strengthening the government reporting capacities (including that of the inter-Ministerial Committee on Human Rights and International Humanitarian Law) to report and respond to the various international treaty bodies and conventions, including the SDGs and other international and regional commitments.
- Undertake policy reviews to enable civic engagement by removing legislative barriers and creating enablers to support broader public and CSOs participation. This will be coupled with the strengthening of CSOs in order for them to be able to more actively and effectively participate in public life and consequently hold the relevant institutions accountable to its citizens.
- Increase capacity of oversight institutions, such as Parliament, Ombudsperson, Anti-Corruption Commission, Auditor General's and Prosecutor General's offices which are designated to ensure government's accountability and transparency.
- Support review of the decentralization policy within Government[11] to ensure coordinated actions of public services and the transfer of some of the responsibilities/competencies. Through supporting decentralized institutions such as regional councils and local authorities, planning and administration at grassroots level should improve enhancing citizens' lives, both socially and economically. The support is aimed at providing decentralized institutions with the political and financial responsibility necessary to bring the government closer to the people. Further dissemination of information to decentralized institutions will be supported to empower and mobilize communities and keep local government to account.

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[11] The Namibian Decentralization Policy was tabled in the National Assembly on 30 September 1997 and unanimously adopted as a national policy for the promotion of equal economic, cultural and socio-economic development and improved public service provision across the country.

## 2.7 Cross-cutting issues and Joint Programmes

The work of the UNCT in Namibia will aim at making progress towards the achievement of the above-mentioned outcomes and ensuring synergies across the results to adopt an integrated approach to sustainable development.  However, it is also acknowledged that there are development challenges and themes that cut across the four pillars and the UNCT has resolved to address them either through the mainstreaming of the issue throughout all results areas (this is the case of culture, gender, and migration) or through the establishment of joint programmes[12] as in the case of youth and DRM as follows:

- **Youth** – people aged 15-37 represented in 2011 37% of the population[13] and are faced with notable and growing challenges related to sexual and reproductive health, education gaps and unemployment.  These are issues that cut across several of the outcomes described above and requires a multi-sectoral and targeted response in order to effectively cater to the needs of this segment of Namibia's population.  Such an approach is crucial in order for the country to harness the full potential of its demographic dividend.  If Namibia's young population is properly nurtured and supported, it will positively contribute to the country's socio-economic development.  However, this youth bulge can also represent a significant challenge to the social welfare system and even to the social stability of the country if the right investments are not made. A joint programme will be implemented under this UNPAF with the overall objective of supporting youth empowerment.  The programme will adopt a three-prong approach working on enhancing youth employment, promoting their sexual and reproductive rights, and developing skills and vocational training.
- **Disaster Risk Management** – Development gains can be easily lost if a natural disaster strikes and the system is not ready to cope with it.  Namibia has been affected by severe droughts in recent years as well as floods, jeopardising food security, livestock, infrastructures. Effective DRM has been recognised by the GRN as a priority and a number of institutional arrangements and policies have been put in place in this regard.  However, as the recent drought and flood response demonstrated, there are capacity gaps and opportunities to build resilience. The UN, as a long-standing trusted partner to the GRN in this area, is in a strong position to support the country in this regard. It will adopt a coordinated and coherent approach, cutting across several pertinent areas and thus supporting the achievement of all other joint outcomes under this partnership framework for sustainable development. More specifically, the UN will support information management for DRM, multi-hazards early-warning systems, contingency planning, implementation of the DRM policy framework, financing for DRM, as well as capacity development for service delivery and DRM effective implementation. Key strategic interventions of this joint programme are reflected under the environmental sustainability priority area.
- **Gender** – The UN in Namibia has a running Gender Theme Group that was already established under the previous UNPAF to support the implementation and monitoring of gender related programmes. The group is also designed to provide guidance in human rights and gender issues, including supporting national efforts to implement recommendations under relevant international treaty

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[12] "A joint programme is a set of activities contained in a joint work plan and related budgetary framework, involving two or more UN organizations" (from the UNDG, UNDAF Guidance 2017)..

[13] Demographic Dividend Report 2017

bodies and other international commitments.  The UN is fully cognisant that gender cannot only be the focus of a specific programme, but it is a dimension that needs to considered consistently throughout the whole UNPAF.   This is why in each and every outcome, to which the UN is committing to significantly contribute under this UNPAF, UN intervention will consider how, in particular, women's empowerment can be fostered and other gender dimensions can be affected.  Likewise, the UN will continue to advocate for women's rights and work towards raising awareness on the outstanding human development gender gaps that still impedes Namibia to harness women's full potential.

- **Culture –** In line with NDP 5, the UN will support arts and culture as a theme cutting across more than one pillar of this UNPAF.  Increasing the education opportunities in heritage and creative industries related categories, will also support the diversification of the tourism sector which is among the most rapidly expanding economic sectors in Namibia. Namibian cultural heritage and creative industries are strongly linked to tourism in terms of supporting the infrastructural development as well as employment creation and income generation, especially at community levels. Furthermore, development of cultural statistics is necessary to provide strong evidence base for measuring the contribution of cultural resources to sustainable development which is intrinsically related to the progress monitoring of the 2030 Agenda as well as the African Union Agenda 2063**.**

- **Migration –** Migration and migration management are also cross-cutting issues, as all four pillars of the UNPAF are affected by migration patterns. The government also recognises the cross-sectoral nature of migration and is in the process of establishing a National Coordinating Body on Migration Management (NCBMM), including relevant stakeholders. Namibia records significant cross-border as well as internal migration movements, including high levels of rural-urban. Being on the move creates vulnerabilities, especially for those undocumented and unaccompanied migrant children (UMCs). As delivering under this UNPAF, the UN will take into consideration reaching out to migrants and refugees in sectors like health, education, protection, and gender.  Additionally, and in view of the upcoming SADC Protocol for the Free Movement of Persons, the UN will ensure that migration management, including labour migration management, is adequately addressed at the legal and policy level.

The UNCT will also consider, under this UNPAF, the development and implementation of a **joint area-based programme** to generate evidence for integrated local development – having identified cross-sector coordination as an underpinning challenge to advance the sustainable development agenda in the country, the joint programme would aim at testing and demonstrating an integrated approach to rural development focusing in the most marginalized areas of the country and fostering inter-ministerial coordination at the local level for possible upscaling at national level.  Possible geographical area for the joint programme are………, to be defined in consultation with relevant government counterparts at national and local level.

# 3  Risks and Assumptions

There are a number of potential threats to Namibia's continuous progress to sustainable development that need to be kept in considerations during the implementation of this UNPAF.  These risks were outlined in the CCA around three main clusters:

1.  ***Vulnerability to external economic shocks***.  The high dependency of Namibia's economy to South Africa for import of goods and in general to the external markets for export of her natural resources (which is the bulk of its economy), means that fluctuation in prices of key Namibia's export goods and/or contraction of the economy in the connected countries will have very negative effect on the country's balance of payments.
2.  ***Risk of natural disasters*** Namibia is prone to natural disasters as well as health and humanitarian emergencies resulting from the HIV/AIDS epidemic and deepening food insecurity.  Natural disasters such as floods, drought and desertification are already negatively affecting human development, with resources for human development priorities being consistently diverted to disaster response, delaying developmental programmes (UN Namibia, 2016).
3.  ***Persistent inequalities:*** Despite the high level of peace and overall stability the country has enjoyed since independence, the persistent staggering inequalities along ethnic, regional and residential areas lines, as well as the growing unemployed youth population and lingering land reform pose a threat to this status quo.  The high level of domestic and GBV is also of concern in this respect[14].

These are clearly taken into consideration in the development path of the government and reflected in the UNPAF.  The first risk is being addressed by Namibia's plan to restructure and diversify its economy.  This is a long-term goal which will take time to realise.  Economic shocks will continue to represent a threat to the development gains in the timeframe of this UNPAF. Should they occur, they might have an impact on the government's financial capacities to sustain social services expenditure, which would in turn affect the achievement of the outcomes under this partnership framework.

Vulnerabilities to disasters and addressing staggering inequalities underpin the focus of this UNPAF and are expected to bear results in the 5-year programme cycle. However, it is crucial that the situation continues to be monitored to detect early signs of possible deterioration.  The assumption is that by enhancing capacities across the board to reach out to the most vulnerable groups of people, inequalities and intra-community violence will decrease over time, while building resilience of the system and communities to natural hazards. This also assumes that government institutions will be equipped to deliver needed services and that proper inter-sectoral coordination structures are in place.  It is also expected that relevant stakeholders in the respective areas of intervention will be ready to or continue to partner with the UN agencies in the implementation of the programmes envisaged under this framework.

This UNPAF is also designed under the strong assumption that financial resources for the implementation of the key interventions will be made available to the UN system.  It is however acknowledged that this might represent a challenge in view of the country's UMIC status and the shrinking development portfolio of traditional donors. The UN will hence also work towards building new partnerships and shifting from the focus on funding to that of financing for development (see also section 4 on Financing , p. 29).

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[14] Excerpt from the UN Common Country Assessment 2017.

# 4   Financing the UNPAF

The UNCT has developed a Common Budgetary Framework (CBF) for the UNPAF 2019 – 2023. The CBF reflects an estimation of the total resource requirement of all participating UN system agencies in order to achieve UNPAF 2019-2023 results. The CBF is a single reference that provides financial details of the contributing UN agencies' full programming budget for the five-year period. The CBF indicates available and pipeline funding at the time of signing the UNPAF and the amount projected to be mobilized during the course of its implementation and should therefore not be considered a confirmed financial commitment of available resources from the UN agencies.

The overall resource requirement to achieve the programmatic results for the UNPAF 2019-2023 is summarized in Table 1, with financial information on the total budget, available funding and resources to be mobilized for each of the four Pillars and seven Outcomes.

*Table 1 Summary - Common Budgetary Framework UNPAF 2019-2023*

| UNPAF 2019-2023 Namibia SUMMARY TABLE | | | |
|---|---|---|---|
| | ( A ) | (B) | (C) |
| | Total | Projected to be available | To be mobilised gap (A-B) |
| **Pillar I** | **35,800,229** | **11,606,883** | **24,193,346** |
| Outcome 1 | 35,800,229 | 11,606,883 | 24,193,346 |
| **Pillar II** | **50,386,500** | **18,267,500** | **32,119,000** |
| Outcome 2.1 | 26,875,000 | 10,865,000 | 16,010,000 |
| Outcome 2.2 | 11,176,500 | 3,133,250 | 8,043,250 |
| Outcome 2.3 | 9,135,000 | 3,219,250 | 5,915,750 |
| Outcome 2.4 | 3,200,000 | 1,050,000 | 2,150,000 |
| **Pillar III** | **56,938,667** | **29,388,667** | **27,550,000** |
| Outcome 3 | 56,938,667 | 29,388,667 | 27,550,000 |
| **Pillar IV** | **13,615,917** | **4,337,905** | **9,278,013** |
| Outcome 4 | 13,615,917 | 4,337,905 | 9,278,013 |
| **TOTAL** | **156,741,313** | **63,600,955** | **93,140,359** |

The overall estimated budget for UNPAF 2019-2023 is of USD 156,741,313 of which it is projected that USD 63,600,955, or 40 percent, will be available at the start of implementation leaving USD 93,140,359, or 60 per cent of the overall budget, to be mobilized throughout the implementation of UNPAF 2019-2023.

The distribution across the four UNPAF Pillars is represented in Figure 2.  When preparing the CBF, all agencies carefully analysed spending from the previous programming cycle and provided resource

mobilization targets considered to be realistically achievable within the five-year implementation period of the UNPAF 2019-2023. A summary of the CBF per UN agency is included in Annex 7.2 and a detailed breakdown of UN agency budget per pillar and outcomes in Annex 7.3.

An annual CBF will be developed as part of the process of developing joint annual work plans for the four result groups to accurately quantify the resource requirements of the UNPAF 2019-2023 on an annual basis and to inform resource mobilization activities or strategies. The annual CBFs will be revised annually as part of the Annual Review of the result groups' progress against the planned outputs and targets, as well as being adjusted to address evolving needs and lessons learnt during the implementation.
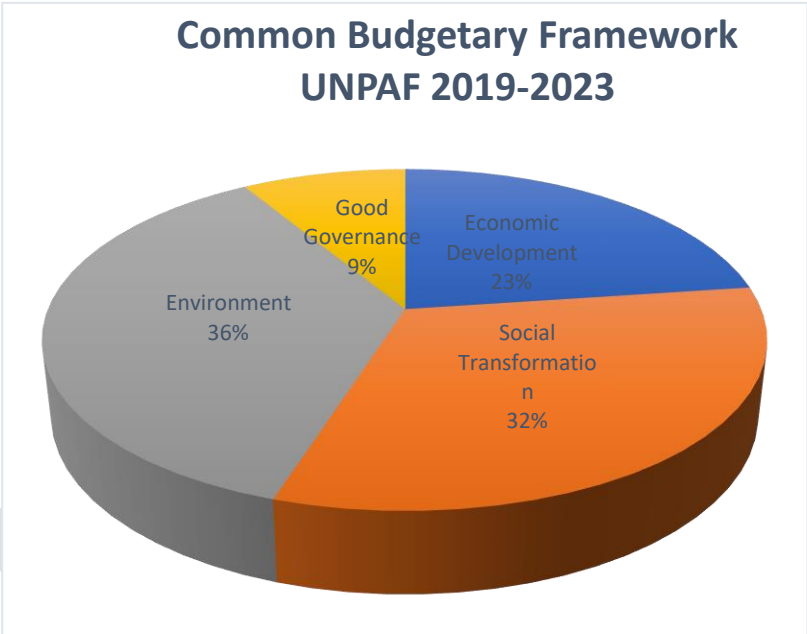


*Figure 3 CBF per UNPAF Pillar*

**Joint Resource Mobilization**

The UN System in Namibia recognizes the importance of designing a joint UN strategic approach to UN resource mobilization and will prepare a Joint UN Resource Mobilization Strategy for 2019-2023 to respond to the funding gap in the CBF.

The Joint Resource Mobilization Strategy will be developed in the context of the 2030 Agenda and the evolving global development environment. Traditionally, UN financing has focused on mobilization and disbursement of grant funding, with UN agencies receiving a large portion of funding through member states' contributions in the form of core funding. While global ODA has been growing steadily over the last 10 years, with allocations being focused to poorest countries where the needs are largest, ODA in Namibia has continued to decline since achieving the UMIC status in 2009. As can be seen in Figure 3 below, at its peak in 2009 Namibia was receiving approximately USD 330 million per year in ODA, this level of funding fell to USD 142 million in 2015. This represents 1.2 percent of Namibia's GNI. Financial development assistance is therefore relatively low and declining in view of the country's overall income status.
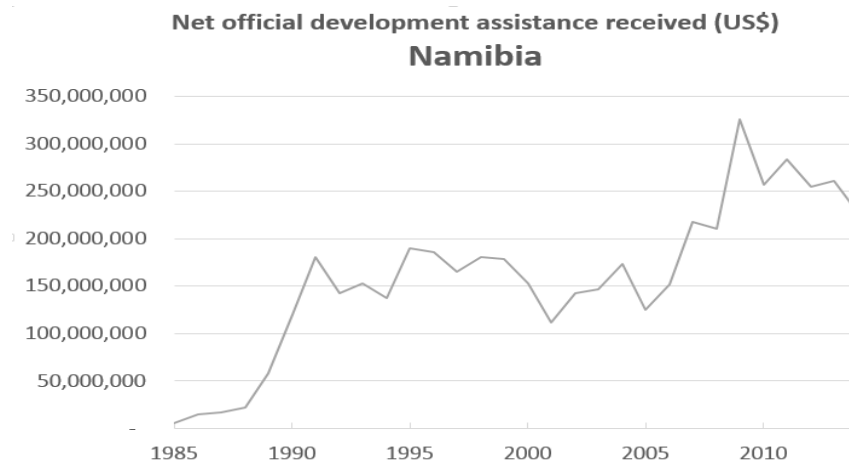
**Net official development assistance received (US$)**
## Namibia

*Figure 4 ODA in Namibia. Source: www.oecd.org/dac/financing-sustainable-development/development-finance-data*

As Namibia is a UMIC, all resource mobilization efforts will be designed in due consideration of the fact that trends in funding the UN System point towards entering a post-ODA phase, where volumes related to Foreign Direct Investment(FDI), trade, and domestic resource mobilization will increasingly exceed grant assistance. A key component of the Joint UN Resource Mobilization Strategy for Namibia will therefore be to identify the right mix of potential financial sources and instruments to enable UNPAF 2019-2023 programme implementation while taking into account the wider financing ecosystem, including funds managed by other partners and identifying ways in which UN funding can be used to leverage national resources to achieve the 2030 Agenda.

The UN System in Namibia fully recognizes that beyond resourcing its own programming through the joint resource mobilization strategy, the 2030 Agenda entails a new and important role for the UN System in term of mobilizing development investments and other resources in partnership with government, to enable countries to finance their localized SDG agenda. While the UN has been previously focusing on funding and transferring resources from a financial contributor to a recipient, in the future it will act more and more as a catalyser, using its finances and position to leverage resources from different sources of public, private, domestic and international finance and direct them towards achieving collective, transformative, and sustainable development results.

# 5 Governance Structure and Implementation Mechanisms

In 2009, the Government of Namibia and the UNCT agreed to launch the DaO initiative with the vision of harnessing the combined resources, capacity and knowledge base of all UN organizations operating in the country into one coherent programme, focused on a limited set of strategic outcomes, with one leader of a team of mutually accountable heads of UN agencies, working with harmonized business operations, joint resource mobilization and planning, and speaking with one voice. The design of the Governance Structure and Implementation Mechanism for the UNPAF 2019-2023 will be guided by the experiences on implementing DaO in Namibia and by the 2013 UNDG approved Standard Operating Procedures (SOPs) for DaO approach.

Within the UNCT application of the DaO approah, there is mutual and collective responsibility and accountability for the overall UNPAF results. While the UN Resident Coordinator is ultimately responsible for the delivery of results, there is an equal and reciprocal accountability of UNCT members. The UNCT members will assume responsibility for the implementation of the UNPAF through leading and/or supporting the work of the Results Groups by ensuring that adequate agency resources are made available and that their own agency results are aligned to the overall programmatic framework of the UNPAF.

Effective implementation of the UNPAF 2019-2023 will require that all UN Agencies operate in a manner that promotes coherence, ensuring that core programming principles and approaches are fully considered and applied under the unifying principle of leaving no one behind. To this end, the UN system in Namibia commits to allocate adequate resources to UNPAF management arrangements including to the overall Governance Mechanism. It also entails that the UN Agencies will establish incentives for their staff to consistently contribute to inter-agency mechanisms for the delivering of the UNPAF outcomes, such as by integrating this contribution in their individual performance plans.

Figure 5 presents the full Governance Structure for the implementation of the UNPAF 2019-2023.
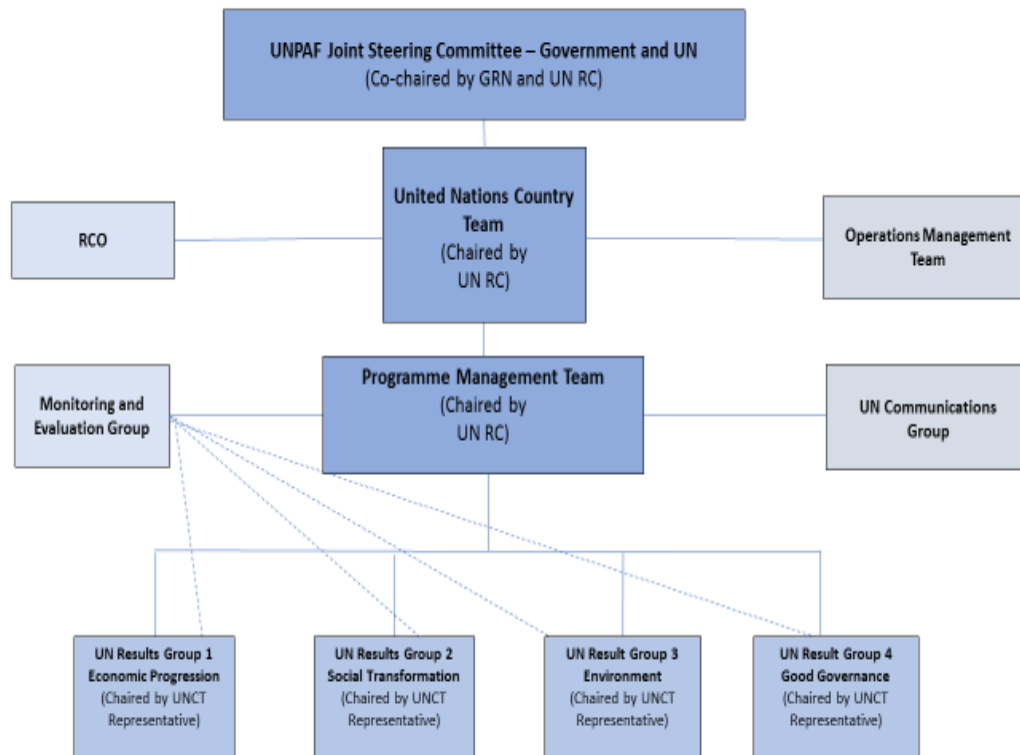
*Figure 5  UNPAF 2019-2023 Governance structure*

Detailed Terms of references will be developed for each of the entities. The role and responsibility of each of the UNPAF 2019-2023 Governance entities are summarized below:

**UNPAF Joint Steering Committee (JSC)**, co-chaired by National Planning Commission (NPC) the government coordinating entity and the UN Resident Coordinator, reviews and guides the strategic direction of the implementation of the UNPAF 2019-2023. This includes overseeing the development and implementation of the joint annual joint work plans (AWPs) for the UN Results Groups. Based on data and evidence presented in the Joint UN Annual Results Report, the JSC reviews progress against the results indicators, and assesses performance in forming partnerships, resource mobilization and delivery.

The **UN Country Team (UNCT)** is composed of the heads of all resident and non-resident UN agencies, funds and programmes and is the highest inter-agency coordination and joint decision-making body. The UNCT members are accountable to each other for the responsible use of resources, achievement of results, adherence to the UN programming principles and progress in UN reform. This includes making available the financial, human and other resources needed for the realization of the commitments related to the achievement of the UNPAF 2019-2023 results. Based on the Programme Management Team recommendations, the UNCT convenes to discuss partnership and joint resource mobilisation priorities, advance programme implementation and discuss issues of strategic priority. The UNCT is chaired by the

UN Resident Coordinator, who is the UN Secretary General's designated representative in Namibia and is responsible for convening the UNCT and leading overall coordination of the UNPAF 2019-2023.

The UN **Programme Management Team** (**PMT**) is responsible for providing internal oversight of the implementation of the UNPAF 2019-2023 by monitoring the planning, implementation and reporting of the four UN Results Groups. The PMT consists of senior programme officers from the UN agencies and provides recommendations to the UNCT on how UNPAF implementation can be achieved in the most effective and efficient manner. The PMT enables the UN system in Namibia to advance coherence, coordination and ensure the synergies across the different pillars and outcomes of the UNPAF 2019-2023. The PMT is supported by the UN Communication Groups on matters related to communication and advocacy, and the Monitoring and Evaluation Group to ensure that the M&E of the UNPAF 2019-2023 adheres to results-based management principles and standards.

The **UNPAF Results Groups (RGs)** are internal UN entities consisting of the UN agencies active in the four pillars. RGs may choose to establish sub-groups to guide the achievement of each outcome and ensure that the full programmatic scope of the UNPAF 2019-2023 is adequately covered. RGs have the responsibility for the inter-agency coordination and technical support associated with implementation of the agreed UNPAF Pillars and Outcomes. RGs will develop joint work plans with relevant UN organizations and identify outputs where two or more agencies can complement each other's efforts, including through joint programming, and outline the roles of the different members in achieving common results. The RGs will also ensure that outputs are costed, available resources identified, and the funding gap calculated and reported on and periodically review and revise the joint work plans as necessary. For communication and reporting on results, the RGs will identify joint communications and advocacy opportunities to achieve common results and prepare inputs for the annual Joint UN Country Results Report.

The UNPAF 2019-2023 will be operationalized through Result Groups' Annual Joint Work Plans (AWPs) translating the UNPAF outcomes into concrete, measurable and time-bound outputs. The compiled AWP of the four Results Groups constitute the joint UNPAF AWP. The AWP further provides an accountability framework of the UN System through a set of measurable outputs for which it is fully accountable, and which includes a financing plan of identified resources from UN agencies, together with identified funding gaps for resources to be jointly mobilized. Activities and outputs in the AWPs will primarily be implemented by individual UN organizations under their direct responsibility, according to their financial and administrative procedures, while two or more agencies may work towards the same output, and all will plan activities supporting the same strategic outcome.

The **Office of the UN Resident Coordinator (RCO)** provides active and direct facilitative support to the UN Resident Coordinator and the UNCT and coordinates all inter-agency activities related to the DaO initiative and the implementation of the UNPAF 2019-2023. The RCO, together with the relevant Government counterpart, provides secretarial support to the Joint Steering Committee.

The **M&E Working Group (M&E WG)** is comprising of M&E specialists from all UN agencies. The M&E WG is responsible for providing support to the PMT and RGs to effectively monitor the implementation of the UNPAF 2019-2023 based on the joint AWP. As such, the M&E WG will be promoting a results culture within the UN System and assisting the Results Groups in their efforts to apply RMB tools and principles in their annual planning, monitoring and reporting. The M&E WG will also provide inputs to the Joint Annual Report and lead on the UNPAF evaluation in 2022. The M&E WG is chaired by a head of agency and reports periodically to the UNCT.

The **Communications Group (UNCG)** is an interagency body comprising agency communication and advocacy focal points. The UNCG is responsible for development of the Joint UN Namibia Communication Strategy 2019-2023. The UN Namibia Communication Strategy is informed by the priorities of the UNPAF 2019-2023 and implemented through the priorities identified in Joint UN Annual Communication Work Plans. The UNCG is chaired by a head of agency and reports periodically to the UNCT, with the budget of annual work plans supported through agency cost share contributions to the UN Coordination budget.

The **Operations Management Team (OMT)** is an interagency team comprising operations specialists from all UN agencies. The OMT is chaired by senior operations professional guiding the work of the OMT and is liaison person with the UNCT on issues requiring high level decision making and policy guidance. The OMT is responsible for development, implementation and monitoring of the Business Operations Strategy (BOS). Through the BOS, the Operations Management Team will harmonize business practices, reduce operational costs and duplication, enhance effective and efficient delivery and maximize economies of scale. Systematic effort will be made to reduce overhead and transaction costs and to benchmark the efficiency and effectiveness of UN programs to the best of public and business standards. The BOS and its annual work plans are supported through cost share contributions from UN agencies made to the common services budget of the OMT.

In addition, inter-agency groups with clearly defined terms of reference for the chair/lead/convener and the members, will be formed to support the work of the Results Groups on key cross cutting areas. Inter-agency theme groups in Namibia will cover areas on HIV/AIDS (through the Joint Team on AIDS reporting directly to the UNCT), Gender and Emergency/Humanitarian response. Additional groups may be established throughout the implementation of UNPAF 2019-2023. Membership and modus operandi of these groups will depend on the nature of the group. Leadership of the inter-agency groups may be rotated annually or biennially and each group will be expected to have annual or biennial work plans as appropriate.

# 6   Monitoring and Evaluation

The UNCT and the GRN will jointly monitor the progress of the UNPAF 2019-2023 as part of their overall commitments to transparency, accountability and aid effectiveness in Namibia. The UNPAF centers around four thematic pillars with seven outcomes that will be monitored through XX indicators. The indicators were drawn to a great extent from the Fifth National Development Plan, with data for baselines and targets derived from national surveys and statistical sources. To the extent possible, data has been disaggregated on gender, age, etc.

Progress on the implementation of the UNPAF 2019-2023 will be monitored on a regular basis and evaluated in the penultimate year of the UNPAF jointly with the GRN. This continuous monitoring and evaluation of the UNPAF will enable the UN to assess the effectiveness and efficiency of the UN in supporting the GRN in achieving the planned development results as elaborated in the Results Framework (Annex 7.1).

The Results Framework 2019-2023 is designed to provide evidence to the UN System to enable the agencies to position themselves strategically in sectors, and around themes and issues concerning the

UNPAF Pillar and Outcome areas. The identified data values are critical evidence for monitoring the change and helping the UNCT in decision making.

As part of their Annual Workplanning processes described in section 5, the Results Groups will identify 'joint results' (executing through initiatives such as joint programmes, joint advocacy, and joint policy prioritization) under each of the Outcome areas and highlight where there is value addition for agencies to coordinate, plan and implement jointly. In order to ensure relevance of the UNPAF to the changing country context, and to address any unforeseen situations emerging during the implementation of the UNPAF 2019-2023, the UNCT, as needed, will review and make recommendation to the Joint Steering Committee on necessary adjustments to the results framework.

Each of the Results Groups will, on an annual basis, provide a brief report outlining progress made towards the achievement of results under each outcome. Under the guidance and management of the PMT, the UN M&E Working Group will prepare the Joint UN Annual Progress Report which will be submitted to the Joint Steering Committee through the UNCT. The Joint UN Annual Progress Report, in addition to the progress towards the outcomes, will highlight key achievements, challenges and priorities for the next year and will describe actual outputs delivered.

Based on the Joint UN Annual Progress Report, the joint Steering Committee will conduct an annual review in the implementation of the UNPAF 2019-2023 and make strategic changes and decisions on allocation of resources as necessary.

In 2022, an independent evaluation of the UNPAF 2019-2023 will be undertaken. It will assess to what extent the UN has effectively, with the support of the Government, contributed to progress towards the outcomes and the achievement of the planned development results.  The evaluation will be guided by the United Nations Evaluation Group's evaluation norms and standards. It will also assess the extent to which the UN has been successful in mainstreaming its normative principles.

In implementing the UNPAF 2019-2023, the UNCT will ensure that mechanisms for accountability and feedback are integrated into UN-supported programme design and implementation, promoting transparency, participation and learning. A costed M&E plan for UNPAF 2019-2023 will be developed to provide an overview of how the UNPAF results matrix will be monitored throughout the year and promote coordination across the UN system to improve national data availability and quality.

# 7   Annexes

## 7.1   Results Matrices

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
|---|---|---|---|---|---|
| UN STRATEGIC PRIORITY 1: ECONOMIC PROGRESSION | | | | | |
| Related National Development Priority or Goal | Achieve Inclusive, Sustainable and Equitable Economic Growth | | | | |
| Related SDG(s) 1, 7, 8. 9. 10 | | | | | |
| Outcome 1.1<br>By 2023, Institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups | **Indicator**: National unemployment rate<br>**Baseline**: 34% (2017)<br>**Target**: 24%<br>**Data source**: Namibia Labour Force Survey<br>**Indicator**: Proportion of people living under poverty line<br>**Baseline**: 18% (2015/16)<br>**Target**: 10% (2021/22)<br>**Data source**: NHIES<br>**Indicator**: SMEs contribution to GDP (%)<br>**Baseline**: 12% (2014)<br>**Target**: 20% | **UN Agencies:**<br>FAO, ILO, IOM, UNDP, UNICEF, UNIDO, WFP<br><br>**Partners:**<br>MAWF<br>MFMR<br>MME<br>MURD<br>MITSMED<br>NSA<br>MPESW<br>MoF<br>NPC<br>MHETI | 35,800,229 | 11,606,883 | 24,193,346 |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| --- | --- | --- | --- | --- | --- |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Data source**: MITSMED, NPC, MoF (<mark>TO BE REVISED – THERE SHOULD BE ONE UNIVOCAL SOURCE OF INFO</mark>) | MSYNS MGECW MLIREC GIZ WBCG Finnish Corporation Private sector Academia | | | |
| | **Indicator**: Proportion of agricultural area under productive and sustainable agriculture **Baseline**: 47.47% (2013) **Target**: ?? **Data source**: MAWF | | | | |
| | **Indicator**: % of domestic food production in relation to imports **Baseline**: 39% (2017) **Target**:?? **Data source**: MAWF | | | | |
| | **Indicator**: Personal remittances received as % of GDP **Baseline**:  0.1% (World Bank, 2016) **Target**: 0.5% **Data source**: World Bank | | | | |
| | **Indicator**: Gini Coefficient **Baseline**: 0.572 (2015/16) **Target**: 0.50 **Data source**: NHIES (NSA) | | | | |
| UN STRATEGIC PRIORITY 2:  SOCIAL TRANSFORMATION | | | | | |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| --- | --- | --- | --- | --- | --- |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| Related National Development Priority or Goal | **Build Capable and Healthy Human Resources** | | | | |
| Related SDG(s)1, 2, 3, 4, 5, 6, 10, 16 | | | | | |
| Outcome 2.1 By 2023, most vulnerable women, children, adolescents and young people in Namibia have access to and utilise quality integrated health care and nutrition services (UHC) | **Indicator**: Rate of stunting U5 children<br>**Baseline**: 23%<br>**Target**: 14%<br>**Data source**: World Health Statistics | **UN Agencies:** ILO, UNAIDS, UNFPA, UNICEF, UNODC, WFP<br><br>**Partners:** | 26,875,000 | 10,865,000 | 16,010,000 |
| | **Indicator**: Maternal Mortality Rate<br>**Baseline**: 265/100,000 live births (2015)<br>**Target**: 200/100,000<br>**Data source**: World Health Statistics | | | | |
| | **Indicator**: Neonatal Mortality Rate<br>**Baseline**: 15.9/1000 live births (2015)<br>**Target**: 10/1000 live births<br>**Data source**: World Health Statistics | | | | |
| | **Indicator**: Skilled birth attendance rate<br>**Baseline**: 87.5%<br>**Target**: 97%<br>**Data source**: World Health Statistics | | | | |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| --- | --- | --- | --- | --- | --- |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Indicator**: Adolescent birth rate per 1,000<br>**Baseline**: 82.0<br>**Target**: 65<br>**Data source**: World Health Statistics | | | | |
| | **Indicator**: New HIV infections<br>**Baseline:**<br>Overall 5271<br>Adolescents girls 1000<br>Young Women 2323<br>**Target:**<br>Overall 1318<br>Adolescents girls 400<br>Young Women 1400<br>**Data source:** NSF | | | | |
| | **Indicator** % of people in key populations reached by HIV program<br>**Baseline**<br>MSM 63% (2013 IBBS)<br>FSW 59.93% (2013 IBBS)<br>**Target**<br>MSM 90%<br>FSW 90%<br>**Data source:** NSF | | | | |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| --- | --- | --- | --- | --- | --- |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Indicator** % PLWH in key populations receiving ART In past 12 months<br>**Baseline**<br>MSM 85% (2013 IBBS)<br>FSW 72% (2013 IBBS)<br>**Target**<br>MSM 95%<br>FSW 90%<br>**Data Source** NSF | | | | |
| | **Indicator:** Household out of pocket health expenditure<br>**Baseline**: 9 % (2014-15)<br>**Target:** >10%<br>**Data source:** NHA | | | | |
| | **Indicator:** Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water<br>**Baseline:** 34%<br>**Target:** 50%<br>**Data source:** World Health Statistics | | | | |
| Outcome 2.2 | **Indicator:** Enrolment rate children aged 0-5 to ECD programmes<br>**Baseline:**24.6% (2016) | **UN Agencies:**<br>ILO, UNAIDS, UNFAP, UNICEF, | 11,176,500 | 3,133,250 | 8,043,250 |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
|---|---|---|---|---|---|
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| By 2023, the most vulnerable children and young people in Namibia have equitable access to quality education and life-long learning | **Target:** 40% <br> **Data source:** Namibia Intercensal Demographic Survey | UNODC, WFP, WHO <br><br> **Partners:** | | | |
| | **Indicator:** Enrolment rate children aged 5-18 to pre-primary and secondary education <br> **Baseline:** (2016) <br> Pre-primary: 19.2% <br> Primary: 94.8% <br> Secondary: 56.5% <br> **Target:** <br> Pre-primary: 50% <br> Primary: 99% <br> Secondary: 70% <br> **Data source:** Annual Education Census | | | | |
| | **Indicator:** Primary completion rate <br> **Baseline:** 83.4% (2016) <br> **Target:** 90% <br> **Data source:** Annual Education Census | | | | |
| | **Indicator:** Completion rate for TVET <br> **Baseline:** 62% (2015) <br> **Target:** 70% <br> **Data source:** TVET | | | | |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
|---|---|---|---|---|---|
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Indicator:** Percentage share of each education level in total enrolment and textbook budget allocation<br>**Baseline:**<br>Pre-primary enrolment 7% textbooks 3%<br>Primary 63% vs. 61%<br>Secondary 30 vs. 36%<br>**Target:** Pre-primary (enrolment vs. textbooks): 15% vs 20%<br>Primary 60% vs. 65%<br>Secondary 25% vs. 25%<br>**Data source**: Ministry of Education, Arts and Culture (Efficiencies in education spending, 2017) – Annual UNICEF calculation | | | | |
| Outcome 2.3<br><br>By 2023, the most vulnerable women and children are empowered and protected from violence, abuse, neglect and exploitation | **Indicator**: # of identified potential victims of trafficking<br>**Baseline**: 8 per year<br>**Target**: 16 per year<br>**Data source**: NamPol<br>**Indicator:** % of identified potential victims of trafficking who have access to protection and assistance services<br>**Baseline**: N/A<br>**Target**: 75% | **UN Agencies:**<br>ILO, IOM, UNFPA, UNICEF<br><br>**Partners:**<br>MGECW, MSS, MHSS, MoJ, MHA, MEAC, Office of the Prosecutor, One Economy Foundation, Life | 9,135,000 | 3,219,250 | 5,915,750 |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| --- | --- | --- | --- | --- | --- |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Data source**: MGECW and NamPol | Line Child Line, NAPPA, NUST, | | | |
| | **Indicator**: # of vulnerable refugees resettled | | | | |
| | **Baseline**: 0 | | | | |
| | **Target**: 1000 **Data source**: IOM and MHA records | | | | |
| | **Indicator** # GBV victims who have utilised integrated response services **Baseline**: xx **Target**: xx **Data source**: MSS | | | | |
| Outcome 2.4 By 2023, the most vulnerable children, people living with disabilities, indigenous people, and the poor utilize quality, integrated social protection services | **Indicator**: % national budget allocated to non-contributory social protection **Baseline**: 3.5% (2016/17 FY) **Target**: 5% (2023/24 FY) **Data source**: UNICEF Budget Brief | **UN Agencies:** ILO, UNAIDS, UNICEF **Partners**: | 3,200,000 | 1,050,000 | 2,150,000 |
| | **Indicator**: % of vulnerable children accessing social assistance **Baseline**: pending NHIES **Target**:? **Data source**:? | | | | |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
|---|---|---|---|---|---|
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Indicator**: Evidence-based and costed national HIV and child-sensitive social protection policy implemented | | | | |
| | **Baseline**: No | | | | |
| | **Target**: Yes | | | | |
| | **Data source**: sector documents | | | | |
| | **Indicator**: Ratio capacitated social workers/grant beneficiaries | | | | |
| | **Baseline**:? | | | | |
| | **Target**:? | | | | |
| | **Data source**: | | | | |
| | **Indicator**: % of hospital-based grant applications to eligible children age >1 | | | | |
| | **Baseline**: 0 | | | | |
| | **Target**:30% | | | | |
| | **Data source**: MGECW Administrative Data | | | | |
| UN STRATEGIC PRIORITY 3: ENVIRONMENTAL SUSTAINABILITY | | | | | |
| Related National Development Priority or Goal | **Ensure Sustainable Environment and Enhance Resilience** | | | | |
| Related SDG(s) 2, 13, 14, 15 | | | | | |
| Outcome 3.1 By 2023, vulnerable populations in disaster prone areas and biodiversity sensitive | **Indicator**: % of degraded land (proportion of land degraded over total land)<br><br>**Baseline**: 20% | **UN Agencies:** FAO, ILO, IOM, UNDP, UNESCO, UNIDO, WFP | 56,938,667 | 29,388,667 | 27,550,000 |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
| --- | --- | --- | --- | --- | --- |
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| areas are resilient to shock and climate change effects (and benefit from NRM) | **Target**: ?<br>**Data source**: MAWF, Land Degradation Neutrality Reports | **Partners**: MET, MAWF, MPESW, MGECW MITSMED, MoF, MME, DRFN, EIF, DBN, Environmental and Social Governance (Pty) Ltd, Meat Board of Namibia, UNAM, Agricultural Bank of Namibia | | | |
| | **Indicator**: Annual revenue generated from Protected Areas and CBNRM programmes<br>**Baseline**: N$147.4 m (2014)<br>**Target**:N$296.3 m<br>**Data source**: MET | | | | |
| | **Indicator**: % of domestic food production in relation to imports<br>**Baseline**: 39% (2017)<br>**Target**:?<br>**Data source**: MAWF | | | | |
| | **Indicator**: % food insecure people in rural areas<br>**Baseline**: 34%<br>**Target**:?<br>**Data source**: OPM | | | | |
| | **Indicator**: # of displaced people due to environmental shocks and climate change effects<br>**Baseline**:  3900 displaced persons in 2017 (IDMC, 2017)<br>**Target**:  2925 (25% reduction)<br>**Data source**: OPM, IDMC | | | | |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
|---|---|---|---|---|---|
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Indicator**: # of DRM/contingency plans at regional level<br>**Baseline**: 1 DRM/contingency plan<br>**Target**: 14 (in each region) DRM/contingency plans established and operational<br>**Data source**: OPM/DDRM | | | | |
| | **Indicator**: Adherence to environmental management plans<br>**Baseline**: 57% (2015)<br>**Target**:?<br>**Data source**: NDP 5 | | | | |
| **UN STRATEGIC PRIORITY 4:  GOOD GOVERNANCE** | | | | | |
| Related National Development Priority or Goal | Promote Good Governance through Effective Institutions | | | | |
| Related SDG(s)  16, 17 | | | | | |
| Outcome 4.1 By 2023, government institutions at national and regional level are accountable and transparent, engaging citizens in decision-making processes | **Indicator**: CSO participation<br>**Baseline**:?<br>**Target**: ?<br>**Data source**: Mo Ibrahim Index<br><br>**Indicator**: Corruption Perception Index<br>**Baseline**: 52 (2016)<br>**Target**: 65 | **UN Agencies**:<br> FAO, IOM, UNAIDS, UNDP, UNFPA, UNICEF<br><br>**Partners**:<br>ACC<br>Parliament<br>OPM | 13,615,917 | 4,337,905 | 9,278,013 |

| RESULTS | INDICATORS | UN PARTNERS | MEDIUM-TERM COMMON BUDGETARY FRAMEWORK | | |
|---|---|---|---|---|---|
| | | | Total | Projected to be available (A) | To be mobilized (B) |
| | **Data source**: Transparency International | MOJ Ombudsperson MPESW MGECW MITSMED MoF NSA DIPSR | | | |
| | **Indicator**: World Bank Capacity Indicator | | | | |
| | **Baseline**: 59% | | | | |
| | **Target**: 90% | | | | |
| | **Data source**: World Bank | | | | |
| | **Indicator**: # of policies reviewed engaging civil society | | | | |
| | **Baseline**: 0 | | | | |
| | **Target**: 5 | | | | |
| | **Data source**:  Standing Committee of Public Accounts and Economy in the Parliament | | | | |

## 7.2 UNPAF 2019-2023 Common Budgetary Framework per Agency

| Agency | ( A )<br>Total | (B)<br>Projected to be available | (C)<br>To be mobilised gap (A-B) |
|---|---|---|---|
| FAO | 17,720,000 | 9,530,000 | 8,190,000 |
| ILO | 650,000 | 150,000 | 500,000 |
| IOM | 2,350,000 | 1,100,000 | 1,250,000 |
| UNAIDS | 3,100,000 | 2,730,000 | 370,000 |
| UNDP | 55,247,563 | 30,729,563 | 24,518,000 |
| UNESCO | 1,111,500 | 270,000 | 841,500 |
| UNFPA | 7,912,250 | 4,356,738 | 3,555,513 |
| UNICEF | 30,000,000 | 6,685,000 | 23,315,000 |
| UNIDO | 19,000,000 | 140,000 | 18,860,000 |
| UNODC | 100,000 | 50,000 | 50,000 |
| UN WOMEN | 700,000 | 450,000 | 250,000 |
| WFP | 6,350,000 | 2,409,654 | 3,940,346 |
| WHO | 12,500,000 | 5,000,000 | 7,500,000 |
| **TOTAL** | **156,741,313** | **63,600,955** | **93,140,359** |

## 7.3 Agency budget for UNPAF Pillars / Outcomes

| Pillar | Agency | Total ( A ) | Projected to be available (B) | To be mobilised (C) |
|---|---|---|---|---|
| **Pillar I (Economic Progression)** | | | | |
| Outcome 1 (By 2023, Institutions upscale efforts to implement policies for inclusive development and poverty reduction for vulnerable groups) | FAO | 7,200,000 | 3,800,000 | 3,400,000 |
| | ILO | 250,000 | 50,000 | 200,000 |
| | IOM | 250,000 | 0 | 250,000 |
| | UNDP | 4,700,229 | 4,432,229 | 268,000 |
| | UNICEF | 2,000,000 | 500,000 | 1,500,000 |
| | UNIDO | 15,000,000 | 40,000 | 14,960,000 |
| | UN WOMEN | 400,000 | 400,000 | 0 |
| | WFP | 6,000,000 | 2,384,654 | 3,615,346 |
| **Total Pillar I** | | **35,800,229** | **11,606,883** | **24,193,346** |
| **Pillar II (Social Transformation)** | | | | |
| Outcome 2.1 (By 2023, most vulnerable women, children, adolesents and young people in Namibia have access to and utilize quality integrated health care and nutrition services (UHC)) | ILO | 100,000 | 20,000 | 80,000 |
| | UNAIDS | 2,875,000 | 2,575,000 | 300,000 |
| | UNFPA | 3,100,000 | 1,710,000 | 1,390,000 |
| | UNICEF | 8,000,000 | 1,500,000 | 6,500,000 |
| | UNODC | 100,000 | 50,000 | 50,000 |
| | WFP | 200,000 | 10,000 | 190,000 |
| | WHO | 12,500,000 | 5,000,000 | 7,500,000 |
| *Total outcome 2.1* | | **26,875,000** | **10,865,000** | **16,010,000** |
| Outcome 2.2 (By 2023, the most vulnerable children and young people in Namibia have equitable access to quality education and life-long learning) | FAO | 1,100,000 | 100,000 | 1,000,000 |
| | UNESCO | 661,500 | 205,000 | 456,500 |
| | UNFPA | 2,415,000 | 1,328,250 | 1,086,750 |
| | UNICEF | 7,000,000 | 1,500,000 | 5,500,000 |
| *Total outcome 2.2* | | **11,176,500** | **3,133,250** | **8,043,250** |
| Outcome 2.3 (By 2023, the most vulnerable women and children are empowered and protected from violence, abuse, neglect and exploitation) | ILO | 100,000 | 50,000 | 50,000 |
| | IOM | 1,750,000 | 1,000,000 | 750,000 |
| | UNFPA | 2,035,000 | 1,119,250 | 915,750 |
| | UN WOMEN | 250,000 | 50,000 | 200,000 |
| | UNICEF | 5,000,000 | 1,000,000 | 4,000,000 |
| *Total outcome 2.3* | | **9,135,000** | **3,219,250** | **5,915,750** |

| Pillar | Agency | Total ( A ) | Projected to be available (B) | To be mobilised (C) |
|---|---|---|---|---|
| Outcome 2.4 ( By 2023, the most vulnerable children, people living with disabilities, indigenous people, poor….) utilize quality, integrated social protection services | ILO | 100,000 | 20,000 | 80,000 |
| | UNAIDS | 100,000 | 30,000 | 70,000 |
| | UNICEF | 3,000,000 | 1,000,000 | 2,000,000 |
| **Total outcome 2.4** | | **3,200,000** | **1,050,000** | **2,150,000** |
| **Total Pillar II** | | **50,386,500** | **18,267,500** | **32,119,000** |
| **Pillar III (Environment)** | | | | |
| Outcome 3 (By 2023, vulnerable populations in disaster prone areas and biodiversity sensitive areas are resilient to shock and climate change effects (and benefit from NRM)) | FAO | 6,340,000 | 3,550,000 | 2,790,000 |
| | ILO | 100,000 | 10,000 | 90,000 |
| | IOM | 250,000 | 0 | 250,000 |
| | UNDP | 45,648,667 | 25,648,667 | 20,000,000 |
| | UNESCO | 450,000 | 65,000 | 385,000 |
| | UNIDO | 4,000,000 | 100,000 | 3,900,000 |
| | WFP | 150,000 | 15,000 | 135,000 |
| **Total Pillar III** | | **56,938,667** | **29,388,667** | **27,550,000** |
| **Pillar IV (Governance)** | | | | |
| Outcome 4 (By 2023, government institutions at national and regional level are accountable and transparent, engaging citizens in decision-making processes) | FAO | 3,080,000 | 2,080,000 | 1,000,000 |
| | IOM | 100,000 | 100,000 | 0 |
| | UNAIDS | 125,000 | 125,000 | 0 |
| | UNDP | 4,898,667 | 648,667 | 4,250,000 |
| | UNFPA | 362,250 | 199,238 | 163,013 |
| | UN WOMEN | 50,000 | 0 | 50,000 |
| | UNICEF | 5,000,000 | 1,185,000 | 3,815,000 |
| **Total Pillar IV** | | **13,615,917** | **4,337,905** | **9,278,013** |
| **TOTAL UNPAF 2019-2023** | | **156,741,313** | **63,600,955** | **93,140,359** |

## 7.4   Basis of Partnership

**Partnerships, Values and Principles**

Whereas the Government of Namibia (hereinafter referred to as "the Government") has entered into the following:

a)  WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA)), which was signed by both parties on 22 March 1990

b)  With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 12 September 1990 July,

d)  With the World Food Programme (WFP) Standard Basic Assistance Agreement (SBAA) signed by UNDP and the Government on 22 March 1990, to be applied, mutatis mutandis, to WFP,

e) With the World Health Organization (WHO) a Basic Agreement for the provision of technical advisory assistance signed on 12 April 1990,

f) With the Food and Agriculture Organization (FAO) of the United Nations the Agreement for the opening of the FAO Representation in Namibia on 20 June 1990,

g)  With regard to the United Nations Population Fund (UNFPA), through the Standard Basic Assistance Agreement (SBAA) signed by UNDP and the Government 22 March 1990, to be applied, mutatis mutandis, to UNFPA, as confirmed in the Agreement between the Government and UNFPA dated 2 February 2006,

h) With the United Nations Educational, Scientific and Cultural Organization (UNESCO) through the Memorandum of Understanding between the Government and UNESCO on cooperation in the domain of UNESCO's competences, signed on 25 September 1992,

i) With the United Nations Programme on HIV/AIDS (UNAIDS) through the Standard Basic Assistance Agreement (SBAA) signed by UNDP and the Government on 22 March 1990, to be applied, mutatis mutandis, to UNAIDS,

j) With the International Organization for Migration (IOM) a Memorandum of Understanding between the Government and IOM of 18 June 2013,

k) With the United Nations Office for Drugs and Crime (UNODC) through the Standard Basic Assistance Agreement (SBAA) signed by UNDP and the Government 22 March 1990, to be applied, mutatis mutandis, to UNODC,

l) With the United Nations Human Settlements Programme (UN-Habitat) through the Memorandum of Understanding (MoU) between the Government and UN Habitat signed on 23 February 2016.

The UNPAF 2019-2023 will, in respect of each of the United Nations System Agencies, Funds and Programmes signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations System Agencies, Funds and Programmes and the Host Government,

**Programme Management and Accountability Arrangements**

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies, To that effect, Implementing Partners agree to the following:

1, Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies'

2, Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,

3, Special or scheduled audits, Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening,

The remainder of this section refers only to agencies using the Harmonized Approach to Cash Transfers (HACT) [i], All cash transfers to an Implementing Partner are based on the Work Plans [ii] agreed between the Implementing Partner and the UN system agencies, Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

   1, Cash transferred directly to the Implementing Partner: a, Prior to the start of activities (direct cash transfer), or b, After activities have been completed (reimbursement);

   2, Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

   3, Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners,

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months, Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities, The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts, Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies, Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner,

A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate, The Implementing Partner may participate in the selection of the consultant, Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits,

The audits will be commissioned by the UN system agencies and undertaken by private audit services,

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in 30 days from the date of receipt of request, In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 30 days from the date of receipt of request The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor, Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies,

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNFPA, UNICEF or WFP will reimburse or directly pay for planned expenditure, The Implementing Partners will use the FACE to report on the utilization of cash received, The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash, The FACE will be certified by the designated official(s) of the Implementing Partner, Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only,

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds, Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply,

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds,

To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP, UNFPA, UNICEF or WFP will provide UN system agency or its representative with timely access to all financial records which establish the transactional record of the cash transfers provided by UNDP, UNFPA, UNICEF or WFP, together with relevant documentation; and all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed, The findings of each audit will be reported to the Implementing Partner and [UN organization],

Each Implementing Partner will furthermore: Receive and review the audit report issued by the auditors; Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP, UNFPA, UNICEF or WFP that provided cash and where the Office of the Auditor General (OAG) has been

identified to conduct the audits, to the OAG so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA, UNICEF or WFP; Undertake timely actions to address the accepted audit recommendations; and report on the actions taken to implement accepted recommendations to the UN system Office of the Auditor General (OAG) has been identified to conduct the audits, to the OAG on a quarterly basis or as locally agreed,

**Commitments of the Government**

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the first section this annex, The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants, In addition, the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government,

The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents, None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services,

(a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement",

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this Note Verbale or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities,

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circular,

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[i] In Namibia, HACT agencies includes UNDP, UNFPA, UNICEF and WFP
[ii] Refers to UNPAF Results Groups' or agency specific work plans