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## **Management response to the recommendations from the summary report on the evaluation of the country strategic plan for Namibia (2017–2023)**

### **Background**

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Namibia for 2017–2023.
2. The evaluation was conducted in 2022 and adopted a theory-based, mixed-methods approach, drawing on monitoring data, a literature review, semi-structured interviews and focus group discussions with beneficiaries.
3. Taking a utilization-focused and consultative approach, the evaluation served both accountability and learning purposes and informed the development of a new CSP for Namibia.
4. The evaluation team made four recommendations, three of which are operational in nature, while the fourth encompasses both strategic and operational aspects.
5. The following response sets out whether WFP management agrees, partially agrees or disagrees with each evaluation recommendation and sub-recommendation. It presents the actions taken or to be taken to implement those recommendations, and the related responsibilities and timelines for their completion.

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**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE  
EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR NAMIBIA (2017–2023)**

Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
<b>Deadline: March 2024</b> <b>1. Enhance strategic planning, activity design and project implementation.</b>	Country office (regional bureau)	Agreed				
1.1 Undertake a capacity needs assessment in key areas of country capacity strengthening to identify existing gaps and potential bottlenecks that should be taken into account during project design or targeted during implementation. <b>Priority: High (February 2024)</b>	Country office	Agreed	The country office will liaise with the Regional Bureau for Southern Africa on revising the assessments of capacity needs in key areas of country capacity strengthening (CCS) and will conduct training on CCS for country office staff, including staff in the programme unit and CCS focal points.	Country office programme unit (regional bureau programme unit)	February 2024	Not started
			With support from the regional bureau, the country office will work on optimizing its systems, including those involved in CCS and exit strategies.	Country office programme unit (regional bureau)	December 2023	Under way
			The country office will liaise with the regional bureau on a review of the CCS framework.	Country office programme unit (regional bureau)	February 2024	Not started

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<p>1.2 Considering funding and capacity challenges, the country office should be selective and coordinate closely with partners when engaging in country capacity strengthening interventions. This would help to manage the impact of funding constraints.</p> <p><b>Priority: High (January 2024)</b></p>	Country office	Agreed	<p>The country office has completed a prioritization exercise for its interventions relating to food systems and home-grown school feeding and is limiting the number of new interventions it initiates</p>	Country office programme unit	August 2023	Completed
			<p>The country office will enhance its coordination with partners by engaging in the joint design and implementation of projects in order to rationalize the use of resources and generate greater impact. This work will include closer collaboration with other United Nations entities involved in the United Nations sustainable development cooperation framework in Namibia.</p>	Country office programme and partnerships units	January 2024	Under way
			<p>The country office will develop investment cases for the next CSP as a way of exploring funding opportunities with the Government and the private sector.</p>	Country office programme and partnerships units	January 2024	Under way

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<p>1.3 As part of the design of the next country strategic plan, develop an intervention logic for the various areas of country capacity strengthening, articulating the main objectives and how interventions contribute – individually or collectively – to those objectives. The country capacity strengthening mapping used in this evaluation (provided in annex VI of the full evaluation report) could be used as a model.</p> <p><b>Priority: Medium (February 2024)</b></p>	Country office	Agreed	With the support of the regional bureau, the country office has developed a theory of change for the next CSP.	Country office programme unit (regional bureau)	August 2023	Completed
			The country office will conduct a “visioning” workshop for the next CSP. The regional bureau will support the country office in identifying the CCS activities and objectives to be discussed at the workshop.	Country office programme unit (regional bureau)	November 2023	Not started
			The country office will map the CCS framework formulated at the workshop onto the theory of change	Country office programme unit (regional bureau)	February 2024	Not started
<p>1.4 With a view to the design of the next country strategic plan, explore the options for developing a simpler country strategic plan structure that contains fewer activities, provides more flexibility for implementation, simplifies management and</p>	Country office (regional bureau)	Agreed	The country office has started to develop a simpler line of sight for the next CSP.	Country office programme unit (regional bureau and headquarters)	March 2024	Under way
			The country office has embedded crisis response into the social protection pillar of the next CSP.	Country office programme unit (regional bureau)	February 2024	Under way

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<p>reporting, increases internal coherence and reduces geographic dispersion. The option of a “dormant” strategic outcome on emergency response could be explored as a way of facilitating country strategic plan adjustments in the event of unexpected shocks.</p> <p><b>Priority: Medium (March 2024)</b></p>			<p>The country office will liaise with the regional bureau and headquarters social protection teams to plan a joint mission aimed at strengthening the Government’s capacities in shock-responsive social protection.</p>	<p>Country office programme unit (regional bureau and headquarters)</p>	<p>March 2024</p>	<p>Not started</p>
<p>1.5 Given the challenges in the funding of core positions, WFP should explore options for dealing with human resource related capacity constraints in Namibia, in consultation with the regional bureau and headquarters. This problem is also likely to affect other country offices focusing on country capacity strengthening in similar settings. For example, explore cost-sharing agreements with other country offices in the region, and ways of obtaining greater access to capacity within WFP through centres of excellence or other structures and departments.</p> <p><b>Priority: High (March 2024)</b></p>	<p>Country office (regional bureau, headquarters)</p>	<p>Agreed</p>	<p>The country office will explore the options for cost sharing with other country offices, other United Nations entities and the Government.</p>	<p>Country office partnerships unit (regional bureau)</p>	<p>March 2024</p>	<p>Under way</p>
			<p>The country office will explore alternative talent pipelines such as those arising from the South–South and triangular cooperation strategy and the potential opportunities for capacity sharing through South-South and triangular cooperation arrangements.</p>	<p>Country office human resources unit and management (regional bureau)</p>	<p>March 2024</p>	<p>Under way</p>
			<p>The country office will develop a talent acquisition strategy and conduct a staffing analysis.</p>	<p>Country office human resources unit (regional bureau human resources unit)</p>	<p>March 2024</p>	<p>Not started</p>

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<p><b>Deadline: May 2024</b></p> <p><b>2. Strengthen knowledge management and monitoring and evaluation systems and ensure that the evidence generated by those systems contributes to improving future activity design and facilitates linkages with country capacity strengthening objectives.</b></p>	Country office (headquarters, regional bureau)	Agreed				
<p>2.1 Increase evidence generation and make it more effective by integrating a monitoring and evaluation plan into each intervention at the design stage, linking it to indicators from the corporate results framework where feasible. The plan should indicate what evidence to collect, by whom, how often and for what purpose.</p> <p><b>Priority: High</b> <b>(February 2024)</b></p>	Country office	Agreed	The country office will develop a monitoring and evaluation strategy for 2023–2024 that captures indicators related to the changing lives agenda that are not included in the corporate results framework.	Country office monitoring and evaluation unit (regional bureau evidence generation team and regional evaluation unit)	February 2024	Under way
			The country office will revise the monitoring plan and ensure it includes some country-specific indicators and is accompanied by a budget plan, as a component of its monitoring and evaluation strategy for 2023–2024.	Country office monitoring and evaluation unit (regional bureau monitoring unit)	June 2023	Completed

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			WFP will ensure that relevant evidence generation activities are integrated into the monitoring and evaluation planning tool for vulnerability analysis and mapping in 2024.	Country office monitoring and evaluation unit (regional bureau monitoring unit)	February 2024	Not started
2.2 Develop standard operating procedures for knowledge management indicating the documents to be generated during the project cycle (proposals, reports, monitoring, etc.) and how those documents should be stored. At the activity level, the standard operating procedures should be part of the monitoring and evaluation plan described under sub-recommendation 2.1. <b>Priority: Medium (January 2024)</b>	Country office	Agreed	The country office will develop standard operating procedures for knowledge management.	Country office knowledge management team (regional bureau knowledge management unit)	January 2024	Under way

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<p>2.3 Strengthen the monitoring framework for country capacity strengthening by exploring the opportunities provided under the new corporate results framework and start to explore country specific indicators, building on the experience of other countries and keeping in mind the next country strategic plan. This is a sizeable task that cannot be undertaken by the country office alone and requires support from other WFP offices.</p> <p><b>Priority: High (March 2024)</b></p>	Country office (headquarters, regional bureau)	Agreed	WFP will develop a compendium of indicators for the monitoring and evaluation of work under the “changing lives” agenda.	Country office monitoring and evaluation unit (country office programme unit, headquarters research, assessment and monitoring function, regional bureau monitoring and programme units)	March 2024	Under way
<p>2.4 Explore the options for increasing efficiency in monitoring and evaluation. In the meantime, increase the implementation efficiency of geographically dispersed activities by following alternative approaches such as joint monitoring and supervision missions or increased reliance on community-based monitoring.</p> <p><b>Priority: Medium (May 2024)</b></p>	Country office (regional bureau)	Agreed	In its monitoring and evaluation strategy, the country office will identify efficient ways of monitoring, including by using the existing network of rural development committees for joint monitoring with regional government, the Ministry of Agriculture’s extension services and other actors.	Country office programme unit	May 2024	Under way



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<p>2.5 Given the predominant focus on country capacity strengthening in Namibia, the context and the size of the country office, in consultation with the regional bureau and headquarters, the country office should explore the trade-offs between corporate reporting to headquarters and the value-added by, and resources available for, a more tailored analysis of evidence at the country level.</p> <p><b>Priority: Medium (May 2024)</b></p>	<p>Country office (headquarters, regional bureau)</p>	<p>Agreed</p>	<p>The country office will consult the regional bureau and headquarters with a view to reaching agreement on appropriate requirements for evidence generation and reporting by the country office.</p>	<p>Country office (regional bureau, headquarters)</p>	<p>May 2024</p>	<p>Not started</p>
<p><b>Deadline: March 2024</b></p> <p><b>3. Continue building partnerships in a strategic way that maximizes their contributions to the country strategic plan and broader strategic goals.</b></p>	<p>Country office (regional bureau, headquarters partnerships function)</p>	<p>Agreed</p>				

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3.1 Develop and implement a partnership action plan for building, monitoring and managing strategic partnerships related to resource mobilization goals. Each partnership should be informed by its intended contribution to the country strategic plan, a clear set of objectives, actions and expected results and a clear description of potential risks and mitigation measures.  <b>Priority: High (February 2024)</b>	Country office (regional bureau, headquarters partnerships function)	Agreed	The country office has developed a partnership strategy.	Country office (regional bureau partnerships unit)	July 2023	Completed
			The country office has developed a partnership action plan and investment cases for the next CSP.	Country office partnerships and programme units (regional bureau)	July 2023	Completed
3.2 Improve the country office's plan for private sector engagement by clearly articulating the various models of engagement with the private sector and what each party has to offer and stands to benefit from. This work should build on the analysis of ongoing and planned partnerships. This sub-recommendation could be integrated with sub-recommendation 2.1.  <b>Priority: Medium (March 2024)</b>	Country office (regional bureau, headquarters partnerships function)	Agreed	The country office has developed a fundraising strategy.	Country office (regional bureau partnerships unit)	July 2023	Completed

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3.3 Adopt a more ambitious and longer-term resource mobilization strategy to help manage funding constraints and the lack of flexible funding. The strategy should include the allocation of staff time to prioritizing and guiding engagement with donors, government partners and the private sector. This sub-recommendation could be integrated with sub-recommendation 2.1. <b>Priority: High (February 2024)</b>	Country office (regional bureau)	Agreed	The country office has developed a long-term resource mobilization strategy.	Country office (regional bureau)	July 2023	Completed
<b>Deadline: May 2024</b> <b>4. Improve the integration of cross-cutting issues into the design, planning and implementation of interventions.</b>	Country office (regional bureau)	Agreed				
4.1 Allocate staff time to, and develop terms of reference for, the appointment of an experienced, senior-level focal point on cross-cutting issues. <b>Priority: Medium (March 2024)</b>	Country office	Agreed	The country office will include key performance indicators for cross-cutting issues in the terms of reference of strategic outcome managers and more senior-level country office staff.	Country office (regional bureau)	March 2024	Not started

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4.2 With the regional bureau, explore opportunities within WFP to build capacity through participation in regional and global working groups and initiatives. Implementation of this sub-recommendation should follow the implementation of sub-recommendation 3.1.  <b>Priority: High (February 2024)</b>	Country office (regional bureau)	Agreed	The country office will engage with the regional bureau to explore the relevant regional and global platforms for increasing the capacities of its personnel, particularly in cross-cutting areas.	Country office (regional bureau)	February 2024	Under way
4.3 Facilitate the mainstreaming of cross-cutting issues into intervention design by including expected results for each relevant cross cutting issue.  <b>Priority: Medium (May 2024)</b>	Country office	Agreed	Standardized sections on cross-cutting issues will be included in project document templates.	Country office (regional bureau)	May 2024	Not started