



**WFP EVALUATION**

# Evaluation of Namibia WFP Country Strategic Plan 2018-2024

October 2023

Round table



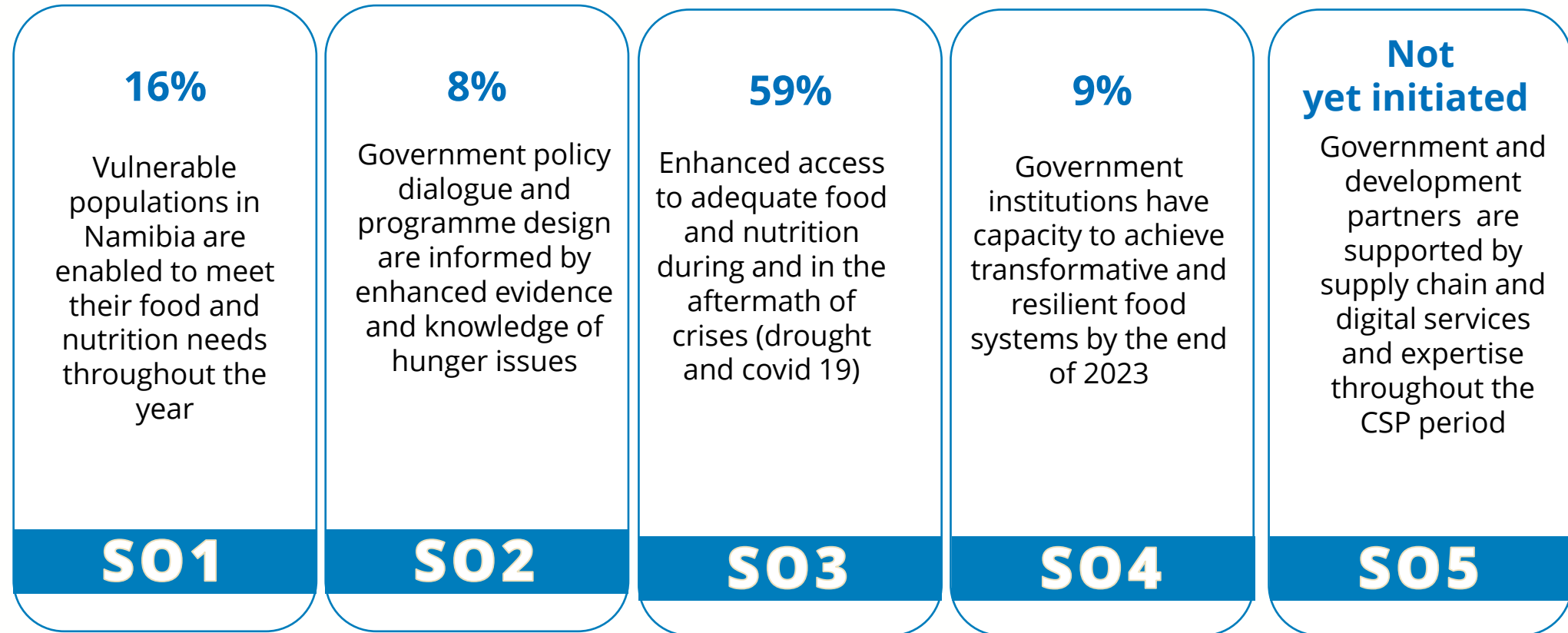
World Food Programme

SAVING LIVES  
CHANGING LIVES

# WFP CSP in Namibia 2018-2024

## Four strategic outcomes

(Allocated resources versus needs-based plan as of October 2022 Budget Revision 5)



*Percentages of allocated resources by strategic outcome do not add up to 100% because resources were also allocated to non -strategic outcome purposes (like Direct Support Costs or Indirect Support Costs)*

# EVALUATION FINDINGS

# Q1. Relevance & strategic positioning



Relevant to needs; aligned to national priorities & UN framework



Strategically well positioned based on comparative advantages: school feeding, disaster risk management, food & nutrition security, social protection



Adaptable to change in context: emergency response and change in strategic orientation towards food systems



But with adaptation - some loss of internal coherence

## Q2. Contribution to strategic outcomes



**SO1**

Strengthening Government capacity through support to policy framework for social safety nets & school feeding. Demonstration pilots did not consistently achieve objectives but inspired local solutions



**SO2**

Capacity strengthening for Disaster Risk Management policy framework – not yet approved



**SO3**

Emergency response to droughts & Covid-19 effective. Government capacity for supply chain & early warning strengthened



**SO4**

Support to Food and Nutrition Security Policy; WFP instrumental in integrating food systems approach. Pilot implementation still to show results

## Q2. Integration of cross cutting issues



### **Gender:**

- Support to mainstreaming gender in the Food and Nutrition Security Policy
- Promotion of women's participation in decision-making
- Competing priorities constrained systematic CSP gender mainstreaming



### **Protection:**

- Some protection challenges detected, but limited data collection inhibited understanding and adjustment.



### **Protection from Sexual Exploitation and Abuse (PSEA):**

- Enhanced capacity of cooperating partners, volunteers and village development committees through training with UNFPA



### **Environmental considerations:**

- Integrated in Disaster Risk Management, but less in other Strategic Objectives



### **Sustainability of interventions:**

- Upstream support to national or regional institutions: High
- Downstream pilot implementation: Fragile

## Q3. Cost efficient use of resources



**Cost-efficiency:** Cash more cost efficient than in-kind, but limited data collection complicates demonstration

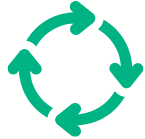


**Timeliness:** Challenged by late funding, limited response capacity, lengthy procurement processes, Covid-19 restrictions, and shift to cash-based system



**Targeting and coverage:** Generally appropriate, but limited documentation impedes analysis. Support to mitigate inclusion/exclusion errors in Government list through validation process

# Q4. Factors explaining performance



## Enabling factors:

- Strong alignment with government priorities
- Strategic positioning and relevant comparative advantage
- Strong adaptability to context
- Strong partnership outreach



## Constraining factors:

- Low funding levels
- Lack of programme coherence
- Inconsistent attention to design, implementation, monitoring and reporting
- lack of coherence between staffing numbers/profiles and intervention needs
- External: Recent national public spending and recruitment caps



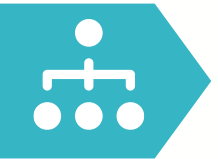
# Conclusions



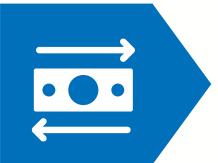
The CSP remained relevant and aligned to beneficiary needs and government priorities



Strong outreach and WFP strategic thinking about partnerships and resource mobilisation - but lack of explicit strategy reduced effectiveness

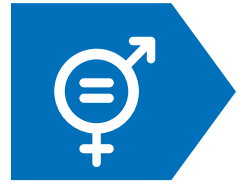


Important CCS results at policy level. Some pilots yet to show results



Timeliness and cost-efficiency improved with transition to cash transfers, but insufficiently monitored and reported upon

# Conclusions (cont.)



Some progress in ensuring gender considerations in Government policy, but mainstreaming not achieved internally or externally.  
Weak implementation and documentation of other cross cutting issues



Weaknesses in M&E and knowledge management limited WFP's ability to report on and learn from CSP implementation, particularly for CCS



Strategic shift to 'changing lives' constrained by financial and human resources; also national priorities and budgetary allocations

# Recommendations

1

Enhance strategic planning, design and implementation including internal and external capacity needs assessments for key CCS areas

2

Strengthen M&E systems, knowledge management and use for strategic planning and assessment of pilots

3

Development of partnership and resource mobilisation strategies

4

Improve integration of cross-cutting issues in intervention design and implementation