



Namibia Decent Work Country Programme (DWCP)

2010 - 2014

Final



Country Programme for Namibia
April 2010

Memorandum Of Understanding
Between the
International Labour Organization

And
The Government of Namibia

Emanating from the good relations between the Government of Namibia and the International Labour Organization;

Whereas the ILO cooperates with its member States in order to achieve the principles and objectives set forth in its Constitution as an international organization;

Whereas the ILO and the tripartite constituents in Namibia (Government, Employers and Workers) desire to strengthen the technical cooperation and to work together to achieve the objectives of the attached Decent Work Programme prepared for the purpose;

Whereas the ILO and the Government of Namibia have signed the Revised Standard Agreement on technical assistance on 18 May 1969;

It has been agreed between the Government of Namibia and the social partners, on one side, and the International Labour Organization, on the other side, the following:

Article I

To cooperate for the implementation of the Decent Work Country Programme annexed to this memorandum in accordance with its strategic objectives, with the view to enhance the capacities of each of the tripartite constituents in Namibia to achieve these objectives.

Article II

The International Labour Organization avails itself to provide the necessary technical support to implement this programme, and to undertake together with the tripartite constituents efforts to raise funds for the financing of its activities.

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[Signature]

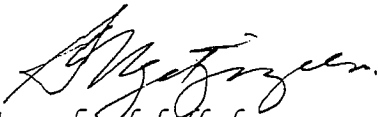
Article III

The programme will be implemented in the period 2010 – 2014 starting from the date of the signature of this Memorandum of Understanding. The programme will be reviewed in accordance with the provisions of the document related to monitoring and evaluation. The decision to extend the programme in case of incompleteness of its implementation will be made in accordance with these provisions.

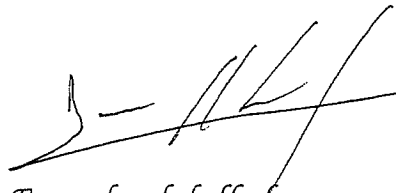
Article IV

This Memorandum of Understanding is done in two original copies in English.

This Memorandum of Understanding is signed on 11 June, 2010 in Geneva, Switzerland



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The Government of Namibia
Mr. Immanuel NGATJIZEKO
Minister of Labour and Social Welfare*



*For and on behalf of
The International Labour Organization
Mr. Charles DAN
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Table of Contents

ACRONYMS AND ABBREVIATIONS.....	4
INTRODUCTION	5
SECTION 1: COUNTRY CONTEXT	6
1.1. Political and socio-economic scenario	6
1.2. Policy environment	8
1.3. International Labour Standards	9
1.4. Social Partners	9
SECTION 2: DWCP FRAMEWORK FOR NAMIBIA.....	11
Country Priority-1: Employment Promotion:	11
Country Priority 2: Enhance Social Protection.....	12
2(a) Mitigating the Impact of HIV and AIDS at the Workplace:	12
2(b) Social Security.....	12
Country Priority 4: Strengthening Social Dialogue and Tripartism:.....	12
Other areas of Work	12
PRIORITY-1: EMPLOYMENT PROMOTION	13
Outcome 1: More young women and men have equal access to productive and decent employment through inclusive job-rich growth	13
Outcome 2: Skills development and awareness increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth increases employment creation.	14
Outcome 3: Sustainable enterprises create productive and decent jobs.....	15
PRIORITY-2(a): Mitigating the Impact of HIV and AIDS at the workplace.....	16
Outcome 4: The world of work responds effectively to the HIV/AIDS epidemic	16

PRIORITY- 2(b): SOCIAL SECURITY.....	17
Outcome 5: Workers and enterprises benefit from improved safety and health conditions at work	17
Outcome 6: More people have access to better managed and more gender equitable social security benefits	18
PRIORITY- 3: SOCIAL DIALOGUE	20
Outcome 7: Namibia Labour administration apply up to date labour legislation and provide effective services.....	20
Outcome 8: Employers' organisations have strong, independent and representative organizations representing Namibia business voice.	21
Outcome 9: Workers have strong, independent and representative organizations	22
Outcome 10: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations	23
SECTION 3: MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS.....	25
REFERENCES	27
ANNEXURE 1.....	28
ANNEXURE 2.....	29
2.2 Response from Development partners	30

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
APEC	Action Programme on Elimination of Child Labour
CCA	Common Country Assessment
DWAA	Decent Work Agenda for Africa
DWCP	Decent Work Programme
GDP	Gross Domestic Product
GRN	Government of the Republic of Namibia
HIV	Human Immunodeficiency Virus
ILO	International Labour Organization
LAC	Labour Advisory Council
LaRRI	Labour Resource and Research Institute
LMIA	Labour Market Information
MDG	Millennium Development Goals
MOHSS	Ministry of Health and Social Services
MOLS	Ministry of Labour and Social Welfare
MSD	Maternity, Sick leave and Death
NANASO	Namibia Network of Aids Organisations
NABCOA	National Business Coalition on Aids
NDP	National Development Plans
NEF	Namibian Employers' Federation
NUNW	National Union of Namibian Workers
NGOs	Non-Governmental Organisations
NPC	National Planning Commission
OMAs	Offices/ Ministries/Agencies
ORC	Office of the Resident Coordinator
PAB	Programme Advisory Board
SADC	Southern African Development Community
SME	Small and Medium Enterprises
TECL	Towards the Elimination of the worst form of Child Labour
TUCNA	Trade Union Congress of Namibia
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

INTRODUCTION

Namibia Decent Work Country Programme (DWCP) owes a lot to the numerous contributions received principally from the government, the Social Partners and other national stakeholders.

The consultation process with the constituents for a DWCP for Namibia was initiated during 2007 through a series of consultations with the government and social partners in Namibia.

During 17 – 19 November 2008 the ILO held its first consultation with national constituents in Windhoek to verify the ILO country situational analysis report on decent work. Based on the report and the major decent work deficits were identified. The Constituents prioritized employment promotion, HIV/AIDS, social security and strengthening social dialogue, as the main areas in need of support. These have provided a basis for developing the Namibia DWCP.

Over the past few years, the ILO's approach at the country level has been progressing towards a more coordinated and streamlined programme that is grounded in national priorities as agreed with the constituents and rooted in the national development agenda. The purpose of the DWCP for Namibia is to coordinate and align technical assistance, support and resources around an achievable set of priority outcomes. The priority areas to be addressed in the Namibia DWCP have been identified and prioritized through a participatory planning process involving all of the constituents in Namibia: Ministry of Labour and Social Welfare on behalf of Government; Namibian Employers' Federation on behalf of employers, and National Union of Namibian Workers on behalf of the workers. In addition, other relevant government ministries, the UN system, bilateral and multilateral cooperating partners and civil society were consulted.

The DWCP is the results based management tool that will be used to achieve the Decent Work Agenda in Namibia.

Furthermore the DWCP will support the UNDAF in achieving the government target of economic diversification and eradicating poverty through community-driven development, pro-poor development policies and strategies and trade and private sector development, as well as being linked to targets on Health and HIV/AIDS and Children and Youth and Women Empowerment.

The DWCP in Namibia is designed to consolidate ILO and its constituents' work in the framework of the response to the global financial and economic crisis. The crisis negatively affected the Namibia economy mainly in the tourism, manufacturing, and export sectors. This led to severe job losses. The DWCP will work in the framework of recovery from crisis. The Global Jobs Pact will provide a strategic framework in this regard.

The Decent Work Country Programme document is divided into two sections. Section One outlines the context of the DWCP; the country context and the responses by Government, the United Nations (through UNDAF), ILO, and other development partners in the country. Section Two also reflects the Constituents' priorities through the consultative process and the ILO's past and present activities in Namibia. Based on Section One, Section Two consolidates and outlines the DWCP priorities, outcomes and outputs.

SECTION 1: COUNTRY CONTEXT

1.1. Political and socio-economic scenario

Namibia, located in the south west corner of the African continent, is one of Africa's most developed and stable countries, with a multiparty parliamentary democracy and an estimated population of 1,8m. Tourism, mining of precious stones and metals and agriculture form the backbone of Namibia's economy. About half the population lives below the international poverty line of US\$1.25 a day.

1.1.1 Employment

The Second National Development Plan (NDP2) 2001/02 to 2005/06 projected employment to grow at an average of 2.6 percent per annum¹. The results from the Namibia Labour Force Surveys (NLFS) conducted in 2000 and 2004 show that employment had in fact declined by an average of 2.7 percent per annum during 2000 - 2004. According to the 2004 statistics, the rate of unemployment in Namibia is 36.7 percent. There was a general increase in the rate of unemployment over the three periods covered in the 2004 Labour Force Survey (1997, 2000 and 2004). The total number of people employed in the formal sector declined from 431 849 in 2000 to 383 329 in 2004. The breakdown of people in employment is as follows: paid employees (280,677); self employed (86,090); contributing unpaid family workers (16, 868); and others (1,195). The overall rate of unemployment for Namibia increased from 20.2% in 2000 to 21.9% in 2004.

The high levels of unemployment in Namibia are partly attributed to the retrenchment of workers. During the 2005/2006 Financial Year the Ministry of Labour and Social Welfare reported cases of retrenchment affecting 2 450 employees and involving 229 businesses.

Education and appropriate technical skills play a significant role in empowering people to engage in economic activities. There is a disparity in unemployment rates between those with and without higher education. In addition there is a mismatch between the type of skills imparted by the skills training colleges and the skills that are demanded by industry and commerce in the economy. To address these two factors the Ministry of Education has introduced the Education and Training Sector Improvement Programme (ETSIP). The major focus of ETSIP is to improve the development of relevant and demanded skills through the vocational education system.

1.1.2 HIV and AIDS

Namibia has a generalised, mature epidemic with HIV primarily transmitted through heterosexual transmission. The first case of HIV infection was reported in 1986. It is currently estimated that 14% of the general population is infected with HIV (Spectrum estimates, 2009), resulting in around 8,200 AIDS-related deaths every year (29% of all deaths in Namibia in 2006). Every day, approximately 32 Namibians are infected with HIV. This steady stream of new infections over a long period of time has resulted in an

¹ National Development Plan (NDP-2)

estimated 174,400 adults and children living with HIV and AIDS (PLHIV) in Namibia in 2008. Approximately 248,000 children 18 or younger are orphans or vulnerable children (OVC): around 28% of these OVC (69,000) have been orphaned by AIDS (data from Spectrum 2009 estimates, NDHS 2007, and Namibia population projections 2001 to 2031).

The ILO in collaboration with key players, including the UN Joint Programme on HIV/AIDS has embarked on strategies to enhance awareness, fight stigma and discrimination and increase support for People living with HIV/AIDS at work. However, notwithstanding this, currently very few companies have workplace programmes on HIV/AIDS in place and even where such programmes exist they are inadequate. The challenge of HIV/AIDS workplace implementation programmes is not only limited to the private sector, it is also extended to the government ministries.

1.1.3 Child Labour

According to ILO (2001) estimates, child labour involves about 16.5 percent of the children in Namibia aged between the ages of 10 and 14. The ILO Worst Forms of Child Labour Convention No. 182 identifies worst forms of child labour as, inter alia, the commercial sexual exploitation of children, forced labour, children used by adults in the commission of crime, child trafficking and engagement of children in various forms of very hazardous work.

According to the Director of Child Welfare in the Ministry of Gender Equality and Child Welfare and the ILO, children in Namibia have become vulnerable to the following social ills: child trafficking; children used by adults to commit crimes; sexual and other forms of abuses.

Unfortunately, the capacity of the Ministry of Gender Equality and Child Welfare has been eroded over the last five years with the Ministry losing the experts that were trained on gender and children's rights, to other institutions. The Directorate needs to be supported with the provision of training experts on children's rights. Secondly, the few that are available need more training on policy development and analysis and on children rights and how problems such as poverty and HIV/AIDS impact on children's rights and child development. Finally, capacity for carrying out research and developing data bases on children's rights is still weak. Such capacity needs to be developed to support policy development and implementation and to enable the Ministry to carry out its monitoring role and report periodically to national authorities and international bodies on the implementation of international conventions on children's rights and welfare.

1.1.4 Global Economic Crisis

The impact on the international arena will undoubtedly affect the economy of Namibia, directly and indirectly. Furthermore, the slowdown in the region, specifically with South Africa being the primary trading partner, will also have a negative impact on Namibia.

The economy of Namibia is largely based on the primary sector and the global financial crisis is already having a detrimental impact on the entire economy. The export industry has been hit hard by the waning global demand for its products despite the weaker currency. Namibia has witnessed some closures and job losses and the slump in

diamond prices is of great concern, especially if one takes the significant role that Namdeb plays in the economy.

1.2. Policy environment

In 2004, Namibia adopted Vision 2030, a document that clearly spells out the country's development programmes and strategies to achieve its national objectives. Vision 2030 focuses on the following themes to realise the country's long term vision.

- i) Inequality and Social Welfare;
- ii) Human Resources Development and Institutional Capacity Building;
- iii) Macro-economic issues;
- iv) Population, Health and Development;
- v) Namibia's Natural Resources Sector;
- vi) Knowledge, Information and Technology; and
- vii) Factors of the External Environment

The Vision is also designed to promote the creation of a diversified, open market economy, with a resource-based industrial sector and commercial agriculture, placing great emphasis on skills development. The Vision will also promote competitiveness in the export sector, in terms of product quality and differentiation.

Vision 2030 is expected to reduce inequalities and move the nation significantly up the scale of human development, to be ranked high among the developed countries in the world.

By 2030, Namibia will be a just, moral, tolerant and safe society with legislative, economic and social structures in place to eliminate marginalisation and ensure peace and equity between women and men, the diverse ethnic groups and people of different ages, interests and abilities.

One of the major principles upon which Vision 2030 is based is "partnerships", which is recognised 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.

The driving force for realising the objectives of Vision 2030 is:

- Education, Science and Technology;
- Health and Development;
- Sustainable Agriculture;
- Peace and Social Justice; and
- Gender Equality.

Main Objectives of Vision 2030

- Strengthening of the democratic culture and promotion of transparency and accountability through the process of decentralization of economic planning;
- Enhanced peace and tranquility in our country;

- Accelerating the process of job creating by increasing support for small and medium scale enterprises, including the creation of 50 000 jobs over the next five years;
- Promoting investment in manufacturing and by adding value to our primary products;
- Expanding the rural electrification programme;
- Accelerating the provision of low cost housing;
- Working towards social and behaviour changes to counter diseases such as HIV/Aids;
- Increased efforts to counter crime and violence against women and children;
- Providing at least 85% of the rural population with potable water;
- Enhancing the efficiency and effectiveness of the civil service; and
- Further promoting investment in mineral prospecting and oil exploration.

1.3. International Labour Standards

The country has ratified 10 international labour conventions, including all the seven of the fundamental human rights instruments of the ILO.

Namibia has not yet ratified the Equal Remuneration Convention, 1951 (No.100). However, under the Declaration's Annual review, the Government has stated its intention to ratify this instrument and has requested, along with the National Union of Namibian Workers (NUNW), ILO' technical assistance in the following areas: (i) better implementation of Convention No.100; (ii) awareness raising campaign; and (iii) advice on the interpretation of the articles of Convention No.100 and the adequacy of Namibian laws to this instrument. In this regard, the Namibia Employers' Federation (NEF) has indicated that following the Tripartite Namibian Labour Advisory Council's (NLAC) positive recommendations (made in 2006) for the ratification of Convention No.100 by Namibia, it was supportive of the ratification of Convention No.100 since national laws are already in compliance with this instrument.

In addition to core conventions, Namibia is a signatory to the following Conventions which enable social dialogue to take place: Freedom of Association and Protection of the Right to Organise Convention, 1947 (No. 87); Right to Organise and Collective Bargaining Convention, 1949 (No. 98); Workers' Representatives Convention, 1971 (No. 135); Tripartite Consultation Convention, 1976 (No. 144); and Labour Administration Convention, 1978 (No. 150). The ILO has over the years provided support to the constituents to make the legislative/policy framework and practices consistent with these ratified instruments. The consistent concern has been the lack of a skilled leadership core in the unions and federations that are able to organize workers effectively; participate effectively in statutory bodies; and add value to tripartite bodies.

1.4. Social Partners

1.4.1 Employers' Organisation

The Namibian Employers' Federation (NEF) was founded in 1994, and registered that year in terms of the Namibian Labour Act (Act 6 of 1992) as an employer's organisation representing all industries in the Republic of Namibia. The main scope

of the work of the NEF is labour related. However at the request of Government, we have representation on several bodies, which focus more on general economics, such as Anti HIV/AIDS committees, and the Government led long-term planning strategy body known as "Vision 2030".

At Independence of Namibia in 1990, the government decided to become a member of the ILO, and thus there was a need for an umbrella Employers' Federation. Several setoral associations joined forces to become the NEF. Since associations have remained stagnant.

The NEF is represented on many statutory bodies and several advisory committees at government level. They make substantial use of volunteers from among members to represent the NEF at these meetings. Few workshops have been conducted and occasional working lunch or breakfast functions have been held, to keep members updated and to encourage networking.

1.4.2 Organized Labour

While most Namibians are economically active in one form or another, the bulk of this activity is in the informal sector, primarily subsistence agriculture. In the formal economy, official estimates of unemployment range from 30% to 40% of the work force. A large number of Namibians seeking jobs in the formal sector are held back due to a lack of necessary skills or training. The government is aggressively pursuing education reform to address this problem.

There are two main trade union federations in Namibia representing workers: the National Union of Namibian Workers (NUNW), which is affiliated with the ruling SWAPO party, and the Trade Union Congress of Namibia (TUCNA), which is not affiliated with any ruling party. A new labor law went into effect in November 2008. The new law prohibits employers from using labor hire (third-party hired temporary or contract workers). The labor hire prohibition was challenged and upheld in the High Court. The Supreme Court is reviewing an appeal of the High Court's decision; meanwhile the labor hire ban has been temporarily suspended.

SECTION 2: DWCP FRAMEWORK FOR NAMIBIA

Primarily, the Decent Work Country Programme for Namibia must address decent work deficits identified as key priorities by the tripartite partners in the country. Important also in considering a framework for ILO response is to ensure that the identified priorities fall within the scope of the ILO's comparative advantage and are in alignment with the mandate of the ILO to support as per the ILO Strategic Policy Framework and the ILO Programme and Budget.

The ILO Strategic Policy Framework (2010-2015) and the current biennium for the ILO Programme and Budget (2010-2011) provide a framework for programmatic response to social, labour and employment related issues within the context of the global decent work agenda. Both instruments are based on the four strategic pillars of decent work notably; promoting and realizing standards and fundamental principles and rights at work; creating greater opportunities for women and men to secure decent employment and income; enhancing the coverage and effectiveness of social protection for all; and strengthening tripartism and social dialogue.

The priorities identified from the analysis of key social and economic trends in Namibia and during the consultations with the social partners cut across the four interrelated pillars of decent work. Taking into account key challenges identified in the study and the mandate of the ILO as outlined in the ILO Strategic Policy Framework and Programme and Budget (2008-2009) the following recommendations are made for an ILO response;

ILO's response to the country's development context is responsive to the priorities and needs of the tripartite partners which are considered the main constituents of the ILO, namely the Government, Workers and Employers' Organisations. The ILO Namibia DWCP Consultation Workshop in November 2008 in Windhoek brought together the national tripartite constituents to identify priority areas of support to decent work in Namibia within the four strategic objectives of the ILO. Broadly summarized, the priority areas as highlighted during the consultation workshop:

Country Priority-1: Employment Promotion:

- Need for the development on an employment policy, mainstreaming employment in national development frameworks and identification of a national structure mandated to coordinate and monitor employment creation;
- Need to strengthen the capacity of the Directorate for Labour Market Information in the Ministry of Labour and Social Welfare;
- Creation of an enabling policy environment to facilitate bank loans to SMEs or small holder farmers, including land tenure community
- Addressing youth unemployment and underemployment;
- Addressing skills shortages within the Namibian workforce;

Country Priority 2: Enhance Social Protection

2(a) Mitigating the Impact of HIV and AIDS at the Workplace:

- Effective implementation of gender-sensitive workplace policies and programmes focusing on HIV and AIDS

2(b) Social Security

- The social security system needs to be strengthened to address the challenges faced by the unemployed in terms of medical care, pension benefits, and unemployment benefits;
- Support social protection coverage for the working poor; the informal sector operators and workers;

Country Priority 4: Strengthening Social Dialogue and Tripartism:

- The capacity of the Labor Advisory Council and other tripartite structures need to be strengthened to be able to contribute meaningfully to policy formulation
- Strengthen the capacity of employers organizations and workers organisations;
- The need to promote the formalization of informal economy;

Other areas of Work

- Ratification of Convention No. 100 (Equal Remuneration Convention)
- Regulation of labour practices by foreign companies that invest in Namibia accordance with International Labour Standards
- Elimination of Worst forms of Child Labour

PROPOSED FRAMEWORK FOR DWCP RESPONSE

PRIORITY-1: EMPLOYMENT PROMOTION

Outcome 1: More young women and men have equal access to productive and decent employment through inclusive job-rich growth

- Indicators:***
- a) The Government of the Republic of Namibia, in collaboration with Workers and Employers has, integrated national, sectoral or local employment policies and programmes in their development frameworks
 - b) The Government of the Republic of Namibia, in collaboration with Workers and Employers, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trends.
 - c) The Government of the Republic of Namibia, in collaboration with Workers and Employers has taken initiatives in policy areas that facilitate transition and integration of the informal economy to the formal economy.
 - d) Employment policy revised with the active participation of the social partners and implemented
 - e) Relevant laws and policies adopted with a view to establishing an enabling Policy, Regulatory and Legal (PRL) Environment, particularly for MSMEs

Strategy

Creating Opportunities for productive and decent employment for women and men requires sustained economic growth. However, recent growth trends have not been inclusive and job rich. The financial and economic crisis could result in many more people being unemployed, under-employment in the informal economy and in poverty.

An employment diagnostics analysis is recommended as a key strategy to ascertain and verify the binding constraints/opportunities to inclusive and job-rich growth. The results of this diagnostic analysis could inform the revision of the Employment Policy of 1997 and as a basis to developing policy responses and actions. The strategy focuses on use of the decent work programme to broaden linkages between national and local government policies thereby creating an opportunity for addressing poverty at the local and national levels at the same time.

Support will be provided on skills development and training programmes to enhance entrepreneurial development and self-employment targeting the youth, women, people with disabilities and the informal sector operators

It will also support efforts to build social policy priorities into broader economic and public sector reforms to ensure that investment, incomes and wages complement each other

as major components of a competitiveness policy. Not limited to research on opportunities and challenges in the informal sector, but also support creation of an enabling policy environment to facilitate bank loans to SMEs or small holder farmers

Outputs and Proposed Activities

1.1 Conducive legal and policy environment to enhance employment creation

- 1.1.1 Employment policy of 1997 revised and Relevant institutions and social partners capacitated to implement employment policy
- 1.1.2 Consideration of ratification of Convention 122
- 1.1.3 Policies and programmes on employment creation are coherent and harmonized
- 1.1.4 National Action Plan on Youth Employment finalized and implemented
- 1.1.5 Local economic development and labour based work and investment programmes identified and implemented
- 1.1.6 Sustainable enterprises promoted through enterprise growth and development taking into account the guidelines provided in Recommendation 198 on Job Creation in the Small and medium Enterprises and the 2006 Promotion of sustainable Enterprises guidelines
- 1.1.7 National microfinance policy developed, coordinated and consolidated
- 1.1.8 Develop appropriate policies and regulations for the implementation of the Employment Services Bill and the Employment Creation Commission Bill after their enactment.

1.2 SMMEs in potential areas of employment developed

- 1.2.1 Employment strategies developed
- 1.2.2 SMME policy revised to incorporate informal economy and implemented
- 1.2.3 Forward and backward linkages and progression of informal sector to formal sector implemented
- 1.2.4 Cooperatives consolidated and strengthened through the Cooperatives Act No 23 of 1996

1.3 Labour market information system enhanced and functional

- 1.3.1 A functional labour market information system developed and maintained.
- 1.3.2 Institutions involved in LMIS capacitated in data gathering, entry, analysis, storage, dissemination, and utilization

Outcome 2: Skills development and awareness increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth increases employment creation.

Indicators: a) The Government of the Republic of Namibia, in collaboration with Workers and Employers integrate skills development into sector or national development strategies

- b) The Government of the Republic of Namibia, in collaboration with Workers and Employers, make relevant training more readily accessible in rural communities and to persons with disabilities
- c) The Government of the Republic of Namibia, in collaboration with Workers and Employers, strengthen employment services to deliver on employment policy objectives

Strategy

Skills development contributes to the objectives of Decent Work Country Programmes by improving productivity and competitiveness, enhancing youth employability, and increasing access to better employment for those who are disadvantaged in the labour market.

The strategy will be to support skills development and training programmes to enhance entrepreneurial development and self-employment targeting the youth, women, people with disabilities and the informal sector operators. This support will be targeted at national efforts by making policy advice and tools available to constituents so that they can better apply, taking into account their own circumstances, the policy guidance in the Human Resources Development Recommendation, 2004 (No. 195), and the International Labour Conference resolutions concerning skills for improved productivity, employment growth and development (2008), and youth employment (2005). Partnerships will be forged with the unit responsible for the coordination of Education and Training Sector Improvement Programme (ETSIP).

Outputs and Proposed Activities

2.1 Appropriate skills available to enhance employability

- 2.1.1 Collaboration between industry and education to produce employable skills to meet the needs of the labour market.
- 2.1.2 Access to business development services, entrepreneurship, management and technical skills, mentorship, advocacy, and career guidance improved.
- 2.1.3 Findings of skills assessment surveys presented and disseminated.
- 2.1.4 Commitment of industry, education and social partners to the Education and Training Sector Improvement Programme (ETSIP) consolidated.
- 2.1.5 Forecasting the skills required in the next five years (analyse the market to determine the skills required)
- 2.1.6 Role of intermediaries using appropriate structures within the context of labour market demands explored
- 2.1.7 Skills improved through the application of “multi-skilling”

Outcome 3: Sustainable enterprises create productive and decent jobs

Indicators: a) The Government of the Republic of Namibia, in collaboration with Workers and Employers with ILO support reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises.

- b) The Government of the Republic of Namibia, in collaboration with Workers and Employers, with ILO support implement entrepreneurship development policies and programmes for employment creation and poverty reduction

Outputs and Proposed Activities

3.1 Support sustainable enterprises and promote the enterprise growth and development, inter alia pursuing diversification and adopting good practices.

3.2 Enterprise development policies to support sustainable jobs development and implemented

3.3 Research into and streamline the effectiveness of current interventions

PRIORITY-2(a): Mitigating the Impact of HIV and AIDS at the workplace

Outcome 4: The world of work responds effectively to the HIV/AIDS epidemic

- Indicators:**
- a) The Government of the Republic of Namibia, in collaboration with Workers and Employers, develop a national workplace policy on HIV/AIDS or labour legislation in line with the ILO HIV/AIDS standard
 - b)** The Government of the Republic of Namibia, in collaboration with Workers and Employers, take significant action to implement HIV/AIDS programmes at workplaces
 - c) Number of functional workplace programmes in place

Strategy

The ILO's contribution to the HIV/AIDS response has shown tangible results and contributed to achieving MDG 6 on combating HIV/AIDS and other diseases by 2015. Examples include capacity building for constituents, in private enterprises and in the public sector, to implement key principles and use social dialogue to change attitudes, resulting in less discrimination towards workers living with HIV, and increased personal safer sex practices. The mainstreaming of HIV/AIDS into other ILO programmes and intersectoral collaboration produced concrete outcomes, such as the training of labour inspectors in Namibia on workplace issues relevant to HIV/AIDS. A number of large businesses have instituted workplace policies. Some have implemented workplace programmes. Responsibility for the monitoring and evaluation of existing policies is not clearly defined.

The strategy will focus on strengthening collaboration with tripartite constituents, UN partners and other non-UN stakeholders (such as PEPFAR and NABCOA) in the implementation of HIV/AIDS workplace policies and programmes. Promotion and dissemination of the ILO Code of practice on HIV/AIDS and the world of work will

continue for effective implementation of gender-sensitive workplace policies and programmes focusing on HIV and AIDS.

Outputs and Proposed Activities

4.1 HIV and AIDS workplace policies and programmes are coordinated and implemented in terms of the Labour Act

- 4.1.1 National consultative conference held to advocate for scaling up and mainstreaming of HIV/AIDS policies and programmes in the workplace.
- 4.1.2 Tripartite partners trained on skills to develop and implement policies and programmes utilising HIV/AIDS national guidelines in the workplace
- 4.1.3 Tripartite partners equipped with skills to monitor and evaluate HIV/AIDS workplace programmes
- 4.1.4 Capacity of leadership and focal points is strengthened to develop and implement HIV/AIDS workplace programmes in all sectors, including informal economy
- 4.1.5 Labour Act is popularised through advocacy on rights and obligation concerning HIV/AIDS in the workplace
- 4.1.6 Existing workplace coordination mechanisms are strengthened for effective implementation of HIV/AIDS workplace programmes in terms of national code on HIV/AIDS and employment
- 4.1.7 The impact of HIV/AIDS in the workplace is assessed focusing on key sectors, including informal economy

4.2 HIV/AIDS workplace policies and programmes are mainstreamed into all sectors, inclusive of the informal economy

- 4.2.1 Develop and implement income-generating strategies for persons living with HIV and/or AIDS
- 4.2.2 HIV Counselling and Testing through workplace-based clinics promoted
- 4.2.3 Technical Assistance for workers and their families on treatment related areas through engaging with Government and other players provided.

PRIORITY- 2(b): SOCIAL SECURITY

Outcome 5: Workers and enterprises benefit from improved safety and health conditions at work

Indicators: a) The Government of the Republic of Namibia, in collaboration with Workers and Employers, adopt policies and programmes to promote improved safety and health at work
b) The Government of the Republic of Namibia, in collaboration with Workers and Employers, implement programmes to promote improved safety and health at work

Strategy

Creating a safe and healthy working environment helps prevent the downward spiral of exclusion (from workplace accident to disability, early retirement, exclusion from the labour market or death), human suffering, and the economic costs to employers and governments. Improving OSH measures in Namibia will remain essential to maintaining employability and the creation of good-quality, safe jobs and productive work.

The strategy for 2010 - 2013 will therefore focus on supporting constituents to develop and implement a systematic approach to improving OSH infrastructure, policies and programmes both at national and workplace level, in line with Convention No. 187. Through collaboration with other role-players, a national coordinating task force on OSH will be established. The task force will coordinate all OSH activities including the compilation of an OSH profile for Namibia.

Strong links will continue with the representative employer and worker organizations, and other UN agencies present in Namibia, such as the WHO, the United Nations Environment Programme and local institutions like the Namibian Centre for Occupational Training, to achieve greater impact and avoid duplication.

Outputs and Proposed Activities

5.1 Improved and strengthened OSH and working conditions

- 5.1.1 National coordinating task force on OSH established
- 5.1.2 National OSH profile (situational analysis) compiled including a legal gap analysis on OSh legislation.
- 5.1.3 National tripartite OSH programme established through national tripartite conference. Key priority areas for the programme: action time-bound, targets & agreed indicators in line with Convention 187
- 5.1.4 National OSH centre (CIS) and system established

Outcome 6: More people have access to better managed and more gender equitable social security benefits

- Indicators:***
- a) The Government of the Republic of Namibia, in collaboration with Workers and Employers, improve the knowledge and information base on the coverage and performance of their social security system
 - b) The Government of the Republic of Namibia, in collaboration with Workers and Employers, improve the legal framework, general and financial management and/or tripartite governance of social security in line with international labour standards

Strategy

Social security benefits are the most direct tools to combat poverty, social insecurity and social exclusion. The tripartite constituents will consider the ratification of an ILO Social Security (Minimum Standards) Convention, 1952 (No. 102). Convention No. 102 is the flagship of the six up-to-date social security Conventions in that it establishes fundamental principles (collective financing, redistribution, solidarity, periodicity of

benefits, right of appeal, participation of protected persons in decision-making) and sets minimum standards that could help Namibia to strengthen its social welfare system.

The strategy will focus on establishing a national social security plan for Namibia. The plan will be coordinated and implemented by a task team, which will conduct a social protection and performance review. A reform of priorities and packages will be conducted by the National Social Security Task Team

Outputs and Proposed Activities

6.1 Extended and improved social security for all

- 6.1.1 National social security action plan established
 - Establishment of a National Social Security task team
 - Diagnosis of national needs through a comprehensive baseline study (Social Protection Expenditure and Performance Review)
 - Development of planning tool (social budget that allows assessment of feasibility of new or modified social transfers)
 - Identification of reform priorities and reform packages by National Social Security Task Team including consideration of the possible ratification of the Social Security (Minimum Standards) Convention, 1952 (No. 102).
- 6.1.2 Social protection and performance review
- 6.1.3 Apply social budget model

PRIORITY- 3: SOCIAL DIALOGUE

Outcome 7: Namibia Labour administration apply up to date labour legislation and provide effective services

- a) The Government of the Republic of Namibia, with ILO support, strengthen labour administration systems in line with international labour standards
- b) The Government of the Republic of Namibia, with ILO support, strengthen labour inspection systems in line with international labour standards
- c) The Government of the Republic of Namibia, with ILO support, implement existing laws in line with international labour standards

Strategy

The Government of Namibia has ratified the Labour Administration Convention 1978, in 1996. Since ratification the government has put in place a number of systems and applied labour administration strategies. These include the Directorates of Employment Services; Labour Services; Office of the Labour Commissioner and Office of the Employment Equity Commissioner.

The strategy on labour administration seeks to strengthen the capacity of the Ministry of Labour and Social Welfare to improve existing systems and practices.

Outputs and Proposed Activities

7.1 Strengthening the institutional capacity of national tripartite institutions to influence the formulation and implementation of economic and social policies

7.2 Capacity of labour administration and the constituents to comply with international labour standards and obligations is strengthened

- 7.2.1 Public officials and the social partners on ILO Conventions sensitised.
- 7.2.2 Convention C81 (Labour Inspection in Commerce and Industry) and 129 (Labour Inspection in Agriculture) and Protocol 195 (Labour Inspection in Non-commercial Sector) considered for ratification.
- 7.2.3 The labour administration to implement and enforce policies on decent work strengthened.

Outcome 8: Employers' organisations have strong, independent and representative organizations representing Namibia business voice.

- Indicators:**
- a) The Employers' organisations in Namibia, with ILO support, adopt a strategic plan to increase effectiveness of their management systems and practices.
 - b) The Employers' organisations in Namibia, create or significantly strengthen services to respond to the needs of existing and potential members
 - c) The Employers' organisations in Namibia, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels

Strategy

Reference to recently developed tools and publications on labour market issues, such as work and family, maternity, ageing, SMEs, and the informal economy will be made for the implementation of activities with the Employers' organisations in Namibia. This will be complemented by new tools and training packages to be developed by ILO, will be used to capacitate Employers' organisations in Namibia and its members. The training package "Effective employers' organizations", which is a series of hands-on guides to building and managing effective employers' organizations, will be utilized to build the capacity of the members of Employers' organisations in Namibia.

The strategy is to build on employers' organisations' previous experiences and lessons learned, to strengthen its organisational structure and internal management systems, enabling them to develop new and improved services that make them relevant and valuable to member enterprises. The Strategic Plan finalized in April 2009 will be essential in pursuing this aim. A new twinning programme will also facilitate knowledge sharing and transfer between employers' organisation. The programme will build on an executive management training programme. A sub-regional research study on the impact of the global financial crisis on businesses will also be undertaken in which Namibia is part. This will involve partnerships with the social partners, employers' organizations in the sub-region and the ILO and development partners to identify strategies to mitigate the impact of the global financial crisis on business and employment.

Outputs and Proposed Activities

8.1 Employers' organization has improved communication with its membership

- 8.1.1 Communication strategy of the Employers' organisations in Namibia with regards to interactive communication assessed.
- 8.1.2 Communication Strategy to meet the gaps in Communication to disseminate information developed
- 8.1.3 Website strategy and an interactive website developed

- 8.1.4 Member relationship management system integrated with the website as well as the overall communication strategy developed.

8.2 A research study is conducted on the impact of the global financial crisis on the business environment in Namibia as part of a sub-regional-wide study

- 8.2.1 Research study on the impact of the global financial crisis on the business environment in Namibia undertaken.
- 8.2.2 Namibia study component integrated into a sub-regional wide study

8.3 Employers' Organizations reaches out to SMMEs and Women Entrepreneurs

Outcome 9: Workers have strong, independent and representative organizations

- Indicators:**
- a) The Workers' organisations in Namibia, includes the Decent Work Agenda in their strategic planning and training programmes.
 - b) The Workers' organisations in Namibia, achieves greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels

Strategy

The strategy for workers in Namibia is to improve the Workers' organisations' knowledge of the ILO Decent Work Agenda and of fundamental workers' rights and obligations and international labour standards in particular in order to capacitate the organisations of workers to achieve greater respect for workers' rights in Namibia. This will be achieved through sensitization workshops and supporting Workers' organisations in developing strategic planning and training programmes for their members. Secondly, the ILO will assist Workers' organisations in reviewing the implementation status of current International Labour Conventions which Namibia has ratified and to actively participate to promote their implementation where needed.

Outputs and Proposed Activities

9.1 Workers' organisations have greater knowledge of the Decent Work Agenda

- 9.1.1 Support the Workers organisations to develop strategic plans and training programmes for their affiliates aligning them with the Decent Work Agenda
- 9.1.2 Support the Workers organisations to implement training programmes for its affiliates

Outcome 10: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations

- a) The Government of the Republic of Namibia, in collaboration with Workers and Employers, strengthen social dialogue institutions and mechanisms in line with international labour standards
- b) The Government of the Republic of Namibia, in collaboration with Workers and Employers, strengthen machinery dealing with collective bargaining and labour disputes settlement in line with international labour standards

Strategy

The strategy on tripartism and social dialogue seeks to strengthen the institutional framework and platform for engaging the tripartite partners in the labour market on labour and employment issues within the socio-economic focus of the country. The concentration is on the strengthening of the labour administration and its institutions, in particular the Conciliation and Arbitration Mechanism of the Office of the Labour Commissioner, and to capacitate national constituents to undertake collective bargaining and to improve labour inspection. Namibia has a Labour Advisory Council (LAC), whose aim is to advise the Minister of Labour and Social Welfare on matters of collective bargaining, prevention and reduction of unemployment, issues arising from the ILO and other national policy matters in respect of basic conditions of employment. The strategy will focus on improving the capacity of the LAC and its committees such as the Essential Services Committee and the Committee on Dispute Prevention and Resolution in the implementation of the Namibia Labour Act.

Outputs and Proposed Activities

10.1 *Strengthening the institutional capacity of national tripartite institutions to influence the formulation and implementation of economic and social policies*

- 10.1.1 Capacity building for tripartite partners for effective participation in social dialogue
- 10.1.2 Strengthening the capacity of women members of tripartite institutions for social dialogue
- 10.1.3 Country analysis on collective bargaining issues conducted
- 10.1.4 National and sectoral collective bargaining structures promoted
- 10.1.5 Enhanced effectiveness and stature of the LAC
- 10.1.6 Capacity building for the Office of the Labour Commissioner with regard to the implementation of the prevention and resolution of disputes mechanism.

10.2 *Capacity of labour administration and the constituents to comply with international labour standards and obligations is strengthened*

- 10.2.1 Sensitisation of public officials and the social partners on ILO Conventions

- 10.2.2 Consideration of ratification of Convention 81 (Labour Inspection in Commerce and Industry) and 129 (Labour Inspection in Agriculture) and Protocol 195 (Labour Inspection in Non-commercial Sector)
- 10.2.3 Consideration of ratification of Conventions 154 (Collective Bargaining) and 151 (Public Service and Labour Relations)
- 10.2.4 Strengthen labour administration to implement and enforce policies on decent work.
- 10.2.5 The comments by the CEACR on the Conventions ratified by Namibia are taken into account and actively followed up on.

SECTION 3: MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS

3.1 The Namibia Decent Work Country Programme Steering Committee

The Namibia Decent Work Country Programme be supervised through a Namibia-DWCP Steering Committee chaired by the Ministry of Labour and Social Welfare (MLSW) and comprising of NEF, NUNW and all other implementing agencies. The role of the Namibia-DWCP Steering Committee will be to monitor the implementation of all the programmes and projects in the Namibia-DWCP, and to guide the resource mobilization efforts.

The Steering Committee will oversee the formulation and planning of projects and activities developed within the framework of the DWCP and to approve projects before their implementation. This will be done to ensure that projects and activities formulated reflect constituents' priorities. Furthermore, in planning for the implementation of the DWCP, the Steering Committee will engage in a prioritization of programme outcomes and outputs for implementation during the first and second biennium in the DWCP cycle.

The Steering Committee will convene at least twice a year to monitor and review implementation of the DWCP.

3.2 Role of the ILO

The ILO Pretoria Office Director and DWCP Manager

The Director in the Pretoria ILO Office will assume overall responsibility for managing the implementation of the Decent Work Country Programme in close consultation with the Steering Committee. A dedicated DWCP Manager will be appointed to manage and coordinate the implementation of the DWCP on behalf of and reporting to the ILO Director. Based in the Programming Unit of the ILO Pretoria Office, the DWCP Manager will also be the key point of contact for the DWCP.

ILO Specialists, Regional Office for Africa and Technical Departments in Geneva

Each project that is developed to execute aspects of the DWCP will be managed by a National Project Coordinator who is a full-time employee on an ILO contract. She/He is supported by a Finance and Administrative Assistant. Each project is in turn supervised by the respective Specialist from a Technical Area within which the project falls. The Specialist works hand in hand with the relevant technical department in Geneva.

On the other hand, the ILO Regional Office for Africa (ROAF) provides technical, financial and administrative support in the implementation of all areas of work managed by the ILO Pretoria Office.

Project Advisory Committees

Project Advisory Committees may also be set up to provide project specific technical guidance and support and each will comprise of the relevant project partners

representing Government and the Social Partners, relevant donor agency funding the project, ILO Management, Technical Specialists and a National Project Coordinator.

3.3 Budget and Funding

Various sources of funding will be solicited to contribute to achieving the DWCP. In addition to regular technical cooperation funds from the ILO budget, which do not suffice in light of the increasing demand for support, the ILO is working to ensure a resource base for all planned DWCP interventions through extra-budgetary funding from donors globally and locally, through the UN system at the country level as part of the UNDAF and One UN Programme implementation, from multi-lateral firms in Public Private Partnership approaches, other global funds, as well as through the government system through bids and, where feasible, the private sector. The scale of a proposed ILO response to the identified problems will be in proportion to the resources available.

3.4 Assumptions and Risks

An underlying assumption for the implementation of the DWCP for Namibia 2010 - 2014 is the continued social, political and economic stability of Namibia. A significant challenge for the DWCP is adequate resources mobilisation for implementing the targeted interventions, which is dependent on donor willingness to fund programme and project initiatives as well as the Namibian Government's willingness to utilize its own resources. Therefore, the DWCP is aligned to national development frameworks and focuses on areas where it has a clear mandate and comparative advantage. By working in close partnership with the Government of Namibia, the UN, its social partners and development partners, the private sector and civil society, the ILO will strengthen its efforts in increasing its financial and technical resources for sustainable development of Namibia through decent work and conditions for its people in areas where there is a stated need for assistance.

3.5 Monitoring and Evaluation

The DWCP Steering Committee with support from the ILO Director will identify key monitoring indicators for the DWCP outcomes and outputs which will be used to review and evaluate implementation of the DWCP. The Steering Committee will meet bi-annually to review updates and reports on outcomes, outputs and activities undertaken within the framework of the DWCP. An updated Projects Matrix will also be presented during review meetings of the DWCP. The evaluation of the DWCP will be conducted every two years to coincide with the end of ILO Biennium Programme and Budget cycles.

The DWCP programme presents a roadmap for the implementation of the Namibia Decent Work Agenda over a five year period. During this time, the DWCP will be reviewed regularly to ensure relevance to emerging development priorities during the life cycle of the programme.

REFERENCES

1. Namibia Labour Force Survey 2004: Report of Analysis
2. Ministry of Labour 2006:16
3. National Policy on HIV/AIDS, 2007
4. Ministry of Health and Social Services: 2006, p.13
5. NANASO: 2007, p.9 and Ministry of Health and Social Services: 2006
6. Central Statistics Office 1993 and CBS 2003 as cited by the UN Namibia Common Country Assessment, 2004
7. Ministry of Health and Social Services: Multisectoral Regional Support Visits on HIV/AIDS in 2006
8. ILO, TECL, 2004
9. The US President's Emergency Plan for AIDS Relief, "Namibia FY 2007 Country Operation Plan", 2007
10. NPC, Memorandum of Understanding on "Namibia – German Special Initiative", 2007

ANNEXURE 1

Ratification of ILO Conventions

Namibia has ratified seven of the eight core ILO Conventions. Convention 100 is still to be ratified.

Convention	Ratification Date
C29 Forced Labour Convention, 1930	15-Nov-00
C87 Freedom of Association and Protection of the Right to Organise Convention, 1948	03-Jan-95
C98 Right to Organise and Collective Bargaining Convention, 1949	03-Jan-95
C105 Abolition of Forced Labour Convention, 1957	15-Nov-00
C111 Discrimination (Employment and Occupation) Convention, 1958	13-Nov-01
C138 Minimum Age Convention, 1973	15-Nov-00
C144 Tripartite Consultation (International Labour Standards) Convention, 1976	03-Jan-95
C150 Labour Administration Convention, 1978	28-Jun-96
C158 Termination of Employment Convention, 1982	28-Jun-96
C182 Worst Forms of Child Labour Convention, 1999	15-Nov-00

ANNEXURE 2

2.1 Namibia Development Frameworks

Development Frameworks to address key Economic and Social challenges *Namibia Vision 2030*

Namibia's overarching flagship policy document is Vision 2030, which was adopted by Government in 2004. The main aim of Vision 2030 is to transform Namibia from a lower-middle income country to a highly developed nation by 2030. The objectives of Vision 2030 have direct relevance to the Millennium Development Goals and the ILO Decent Work Agenda for Africa (DWAA). Vision 2030 is to be achieved through a series of seven five-year National Development Plans (NDPs), which seek to: revive and sustain economic growth; reduce inequality; create employment; eradicate poverty; promote gender equality and equity; reduce regional inequalities; ensure environmental sustainability; and combat HIV/AIDS.

Namibia has started to implement some of the guidelines in the Vision 2030 policy. The major constraints that have so far emerged include: effective coordination/coherence and harmonization of policies; effective and transparent social dialogue on key factors affecting production, profits, wages and prices; more investment in human capital formation in order to increase capacity for developing policies, products, and service solutions and effective leadership training for efficient service delivery in all sectors.

More importantly, Namibia has been negatively affected by the global financial and economic crisis. The down turn in global economy has resulted in the decline of tourism. This has had a knock on effect on the entire tourism, hotel and catering industries in Namibia. Production in the mining sector has also been adversely affected by the global financial and economic crisis by the decline in the global prices of the minerals.

The impact of the global financial crisis has exacerbated the already existing need for effective social protection measures in Namibia.

National Development Plan

The Third National Development Plan (NDP-3) contains key strategic goals that seek to integrate Namibia's international commitments on equality and social justice as contained in various conventions and the Millennium Development Goals, into domestic development policies and institutions. The NDP3 has a total of 21 goals, twelve of which are directly related to improvement of quality of life and work. The twelve can be divided into three categories. In the first category is the goal of reducing inequality and strengthening social policy; attaining gender equality; and ensuring enhanced and sustained participatory democracy.

In the second category are employment and income specific goals. They include adequate supply of qualified, productive and competitive labour force; increased equality in income distribution; increased and sustainable economic growth; increased employment; increased smart partnerships and private sector development and environmental sustainability. In the last category are goals on affordable and quality healthcare; reduced spread of HIV/AIDS and its effects; and eradication of extreme poverty and hunger.

The ILO Decent Work Agenda, which seeks to provide a framework for peace and stability, development with prosperity and social justice in the world of work will go a long way to underpin the key national policy frameworks such as Vision 2030 and the NDP3. These policy frameworks are anchored around economic development and social justice, the central pillars of the ILO Decent Work Agenda.

2.2 Response from Development partners

Donors' Response

The United States President's Emergency Plan for AIDS Relief (PEPFAR)

Under the above programme, the US Government funds HIV/AIDS activities in Namibia with a special focus on behaviour change with particular emphasis on delaying sexual debut, changing male norms to reduce the incidence of cross-generational sex and concurrent partners, increasing faithfulness, conducting prevention with positive programme in health care settings; and increasing access to condoms for high-risk individuals. Some of the workplace programmes that are supported through this fund are carried out by the Social Marketing Association (SMA) and are currently targeting the Police and the Army. Some of the activities that are carried out by SMA are HIV/AIDS awareness campaigns, peer educators programmes, positive speaking, and condom distribution, promotion of Voluntary Testing and Counselling (VCT) and accessing ARV treatment.

The Involvement of the European Commission

In April 2008, the National Planning Commission (NPC) together with the delegation of the European Commission (EC) to Namibia launched the Country Strategy Paper and National Indicative Programme for Namibia (CSP/NIP) for the period 2008 - 2013. The CSP/NIP was signed during the Africa-EU Summit in Lisbon on 09th December 2007 and provides the framework for the use of assistance under the 10th European Development Fund (EDF). The Programme makes provision for an A and B allocation. The A allocation is intended to cover macro-economic support, sectoral policies, programmes and projects in support of the focal or non-focal areas of Community Assistance (ibid). The B allocation is intended to cover unforeseen needs such as emergency assistance. Specific programmes and projects under allocation A can easily be complimented by the DWCP. The ILO can, for example, assist Namibia to track the employment and labour market implications of macro-economic policies and to propose policy adjustments which are sustainable in macro-economic terms and consistent with employment targets.

In November 2007, the NPC and the EC signed the Financing Agreement for the Namibia Civil Society Capacity Building Programme. This is a three-year intervention that intends to support capacity development of the Namibian civil society to enable effective contributions by the sector to national development and consolidate the cooperation between the Government of the Republic of Namibia and the Civil Societies. The ILO, through the DWCP can compliment this programme by assisting the informal sector, for example, in terms of capacity building and the setting up of strong structures.

German - Namibia Partnership

According to the German Embassy in Windhoek, German development assistance to Namibia amounts to around 500 Million Euros, making it the principal recipient of German development assistance in Africa. The bilateral cooperation between the two countries is underpinned by poverty reduction and employment creation. In 2007 Germany and Namibia entered into a new agreement on the Special Namibia - German Initiative for Community driven Development Projects in specific regions where Germany acknowledges special historical and moral responsibility. This Special Initiative will be funded with an amount of up to 20 Million Euro and will be implemented over a period of 3 - 5 years. Given that the bilateral cooperation between the two countries is based on poverty reduction and employment creation, the DWCP has the potential to contribute to these objectives of the bilateral cooperation.

UN RESPONSE

The UN Development Assistance Framework (UNDAF), 2006-2010, aims to guide integrated programming among the UN Agencies working in Namibia to support government and civil society to reach Namibia's economic and social development goals, outlined in Vision 2030, the Millennium Development Goals, NDP III and other international commitments signed by the Government of Republic of Namibia (GRN).

UNDAF Outcome 1: HIV and AIDS Response is Strengthened

UNDAF Outcome 2: Livelihoods and food security are improved

UNDAF Outcome 3: Capacity to deliver essential services is strengthened

The UNDAF enables the UN System in Namibia to focus its collective strength in contributing to the Government's efforts to mitigate the impacts of HIV/AIDS, increase household food security and enhance institutional capacities. The UNDAF ensures enhanced programmatic coherence, collaboration, a harmonisation of effort and coordination of all UN agencies working in Namibia and builds on their comparative advantage in providing assistance. It provides a framework for the UN to respond effectively to national development priorities and objectives. The

UNDAF in turn, will guide the development of agency-specific and joint programmes to address the common critical issues.

The UNDAF has incorporated a human rights approach to programming and has identified areas where the UN system can assist the GRN in furthering its success in fulfilling civil and political, economic and social rights for its citizens. It will implement some of Vision 2030's "new ways of thinking" regarding:

- Operating an adaptive, dynamic process approach to development
- Government and society working in full partnership for sustainable development
- Shared decision-making which focuses on achieving outcomes (impact)
- Integrated planning between sectors and institutions.

PAST AND CURRENT ILO RESPONSE

The ILO's response is aligned to the UNDAF and is a response to Constituents' priorities and needs in relation to the country context and the ILO's mandate.

Improving Labour Standards in Southern Africa (ILSSA) 2004-2008

In October 2004 the ILO launched the ILSSA project in Windhoek. The objectives of the project were to achieve the following; to increase compliance with national labour laws and to improve labour management relations achieved through a strategy of better knowledge among employers and workers of their rights, obligations, and services under national labour laws; to promote more effective use of the labour administration/inspection systems and the increased use of the dispute prevention and resolution systems.

Towards the Elimination of Child Labour (TECL Phase 1) 2004-2008

The TECL programme addressed four groups of issues which were as follows: commercial sexual exploitation of children (CSEC), the use of children by adults to commit crime; all forms of servitude and forced labour, including child trafficking; and work that is inherently hazardous or made hazardous by the circumstances in which it is carried out. It should also reduce the hazards they are exposed to (ILO, TECL, 2008). As part of the TECL I project, the Ministry conducted a labour force survey to determine the latest national statistics on child labour. The US department of Labour, through the ILO, has recently granted further funding for the implementation of TECLII in Namibia.

Towards the Elimination of Child Labour (TECL Phase 2) 2009-2011

Between 2006 and 2008, Namibia has been in the process of finalizing the Action Programme on the Elimination of Child Labour (APEC), which was adopted by all the stakeholders in February 2008 after extensive consultations (ILO, TECL, 2008). The main aim of this programme is to address work-related activities of children that can affect their development negatively. The programme was supported by the ILO's programme Towards the Elimination of the worst forms of Child Labour (TECL). A Programme Advisory Committee on Child Labour (PACC), chaired by the Permanent Secretary in the Ministry of Labour and Social Welfare, which is

composed of all the key stakeholders, guides the development and implementation of the programme.

Youth Employment Network (YEN)

As a member of the Youth Employment Network (YEN), the ILO has been involved with the Youth Employment Network Programme in Namibia (N-YEN) and the Ministry of Youth, National Service, Sports and Culture (MYNSSC) on Youth Employment issues in the country since 2006. Namibia is one of the lead YEN countries in the region and has had a YEN Associate Expert (AE) position based in the line Ministry since 2006. A National Symposium on Youth Employment was held earlier this year under the sponsorship of the ILO (ibid).

Technical Support to the Labour Advisory Council

The ILO through the ILO/Swiss project has also been involved in the strengthening of the tripartite Labour Advisory Council as well as developing the capacities of the parties to engage in social dialogue. One of the expected outcomes of this project was to strengthen the dispute prevention and resolution system to become self-reliant and independent of the social partners (ILO, 2008, ILO/Swiss Project). Some of the social partners who have been interviewed for this study were not aware of this project and it is doubtful whether it has had the desired impact yet. Since the project came to an end at the beginning of this year, some of the components can perhaps be identified and rolled over into the DWCP activities for Namibia. The strengthening of the new dispute resolution system under the office of the Labour Commissioner is a good example of the ILO/Swiss project component that can be rolled over into the DWCP activities.

The San Development Programme (2009-2011)

The ILO assisted the Deputy Prime Minister's Office to design the San Development Programme (SDP). The project has been inspired by the recognition of the special needs of the San peoples as well as the ILO's long standing experience in promoting the rights of indigenous and tribal peoples; by the Global Decent Work Agenda and the priorities the Decent Work Country Programme for Namibia (ILO Draft Document: Integrated Development Programme for the San People's of the Republic of Namibia, 2008, pp.7 – 8). The project is based on a strategy that seeks to achieve an impact at macro and micro level through a long lasting systemic change in favour of sustainable development of San communities rather than aid and welfare (ibid, p.1). The support of the ILO for this project can be backed up by the Indigenous and Tribal Peoples Convention, 1989 (No. 169) which covers a range of issues including land rights, access to natural resources, health, education, vocational training, conditions of employment and contacts across borders (ILO, 2007, Technical Cooperation Integrated Development Programme for the San Peoples of the Republic of Namibia, p.8). Most of these issues are, either directly or indirectly, central to the Decent Work Agenda.

HIV/AIDS Workplace Policy for the Public Service

In 2006 through the Ministry of Education, Namibia participated in a process facilitated by ILO and UNESCO to develop a sub-regional HIV/AIDS workplace policy for the Education sector. The Ministry of Education, through technical support from ILO developed a national HIV/AIDS workplace policy for the education sector. The ILO has also provided support to the Office of the Prime Minister to develop a national HIV/AIDS workplace policy for the Public Service. This project was undertaken with the assistance of ILO Pretoria Office and ILO-AIDS at Head Quarters.²

Labour Market Information Systems (LMIS)

The Ministry of Labour and Social Welfare requested the ILO to assist with the development of a Labour Market Information Analysis System (LMIA). A needs assessment was undertaken in September 2007 and means to support the ministry will be based on the outcome of the assessment. The Directorate of Labour Market Services (DLMS) in the Ministry of Labour and Social Welfare, which is responsible for the LMIA project, has successfully executed a number of Labour Force Surveys. The ILO continues to support the project by sponsoring policy oriented publications and to assist the staff in the Directorate to upgrade their LMIA skills.

Declaration on Social Justice for a Fair Globalization

The Declaration requires that the ILO to provide effective assistance to member states in their efforts to promote decent work through the four strategic objectives. For this reason, the ILO is directed to enhance its own organisation and technical capacity and to make best use of its own human and financial resources to support Namibia as a member state. Constituents in Namibia also have a responsibility to contribute, through their social and economic policy, towards promoting and implementing the DWA. The constituents should consider reviewing their current status of ratification and implementation of ILO instruments with special emphasis on the instruments classified as core labour standards, as well as those regarded as most significant from the viewpoint of governance covering tripartism, employment policy and labour inspection

² (ILO, HIV/AIDS and World of Work - Activity Report, July 07 to June 08, Pretoria, p.2).

**DWCP POLICY RELEVANCE MAP
NAMIBIA**

DWCP Outcome	DWAA	Ouagadougou	SADC Regional Indicative Strategic Development plan	Vision 2030	National Development Frameworks/ Government Programme of Action	UNDAF Outcomes
<i>Outcome 1: More young women and men have equal access to productive and decent employment through inclusive job-rich growth</i>	Objective 3.1: Greater national recognition of the importance of employment creation and enterprise development as central to sustained economic growth and poverty reduction through increased opportunities for decent work	Priority Area 3: Development of an appropriate framework for integration and harmonization of economic and social policies Priority Area 5: <i>Empowerment of women by integrating them in the labour markets and to enable them to participate effectively in the development of poverty reduction strategies, policies and programmes</i> Priority Area 7: <i>Utilizing key sectors with high employment potential to generate more jobs and allocate adequate resources for that purpose</i> Objective: <i>To provide an enabling environment to create</i>	Priority Area: <i>Poverty Eradication</i> Objective: <i>Promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its ultimate eradication</i>	Broad Strategy (i) Maintaining an economy that is sustainable, efficient, flexible and competitive. Broad Strategy (iii) Achieving full and gainful employment	NDP 3 Key Result Area: <i>Competitive Economy</i>	UNDAF Outcome 2: <i>By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations</i> CPO 2.1: <i>Improved income earning, agricultural productivity and access to food for vulnerable households</i>

		<i>productive and decent jobs</i>				
<u>Outcome 2: Skills development and awareness increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth increases employment creation.</u>	Objective 3.4: A major improvement in the availability of varied and good-quality training opportunities for women and men, especially young people and those currently living and working in poverty	Priority Area 6: Human and institutional capacity building for public and private institutions in charge of employment promotion and poverty alleviation, including the social partners and other relevant actors of the civil society Priority Area 5: Empowerment of women by integrating them in the labour markets and to enable them to participate effectively in the development of poverty reduction strategies, policies and programmes	Priority Intervention Area: <i>Human and Social Development and Special programmes</i> Objective: <i>To increase the supply and availability of qualified personnel in critical skills areas, including science and technology and ICT.</i>	Objective (iii) Develop a diversified, competent and highly productive human resources and institutions, fully utilizing human potential, and achieving efficient and effective delivery of customer-focused services which are competitive not only nationally, but also regionally and internationally.	NDP 3 Key Result Area: Productive and Competitive Human Resources and Institution NDP 3 Key Result Area: Knowledge-Based Economy and Technology Driven Nation	
<u>Outcome 3: Sustainable enterprises create productive and decent jobs</u>	Objective 3.2: Accelerated reform to the policy environment for enterprise development, with special emphasis on enabling the creation of more and better jobs in	Priority Area 7: Utilizing key sectors with high employment potential to generate more jobs and allocate adequate resources for that purpose	Priority Area: <i>Poverty Eradication</i> Objective: <i>Promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its</i>	Broad Strategy (xiii) Establishing and sustaining business standards of competence, productivity, ethical behavior and high trust.	NDP 3Sub-Key Result Area: Sustainable utilization of natural resources	

	micro and small enterprises and cooperatives Objective 3.3: A substantial reduction in the levels of youth unemployment and a major improvement in the quality of jobs available to young women and men	Priority Area 5: Empowerment of women by integrating them in the labour markets and to enable them to participate effectively in the development of poverty reduction strategies, policies and programmes	<i>ultimate eradication</i>			
<u>Outcome 4:</u> The world of work responds effectively to the HIV/AIDS epidemic	Objective 4.2: Effective policies in place at regional, national, Sectoral and enterprise level to combat HIV/AIDS through the world of work	Priority Area 10: Targeting and empowering vulnerable groups such as persons with disabilities, aged persons, migrants, children, youth, and people infected and affected by HIV/AIDS, Malaria, Tuberculosis, and Other Related Infectious Diseases, internally displaced persons, refugees, migrants and the working poor	Priority Area: Combating the HIV/AIDS Pandemic Objective: To decrease the number of HIV and AIDS infected and affected individuals and families in SADC region so that HIV and AIDS is no longer a threat to public and to the socioeconomic development of Member States.	Broad Strategy (v) Mainstreaming HIV/AIDS into development policies, plans and programmes	NDP 3 Key Result Area: Quality of Life	UNDAF Outcome 1: by 2010, the HIV/AIDS response is strengthened through increased access to prevention, treatment, care and impact mitigation services, especially for vulnerable groups CPO 1.1: Strengthened commitment and leadership of Government and other stakeholders to create an enabling environment for scaled-up multi-sectoral responses. CPO 1.2: Reduced risk behaviour among vulnerable groups through interventions

						that address knowledge, attitude, behaviour and practice relating to underlying causes.
<i>Outcome 5: More people have access to better managed and more gender equitable social security benefits</i>	Objective 4.1: <i>Extended coverage and improved quality of social security schemes and programmes</i>	Priority Area 4: <i>Establishing, improving and strengthening the social protection schemes and extending them to workers and their families currently excluded, as well as occupational safety, health and hygiene</i>	Priority Intervention Area: <i>Human and Social Development</i> Objective: <i>to adopt labour standards and social security provisions that promote conducive labour market environment.</i>	Objective (i) <i>Ensure that Namibia is a fair, gender responsive, caring and committed nation, in which all citizens are able to realize their full potential, in a safe and decent living environment.</i>		
<i>Outcome 6: Namibia Labour administration apply up to date labour legislation and provide effective services</i>	Objective 2.7: <i>Strengthening labour administrations and employers' and workers' organizations</i>	Priority Area 6: <i>Human and institutional capacity building for public and private institutions in charge of employment promotion and poverty alleviation, including the social partners and other relevant actors of the civil society</i>		Broad Strategy (xviii) <i>Operating a responsive and democratic government that is truly representative of the people, and able to adhere to transparent, accountable systems of governance, proactively.</i>		
<i>Outcome 7: Employers' organisations have strong, independent and representative organizations representing</i>	Objective 2.7: <i>Strengthening labour administrations and employers' and workers' organizations</i>	Priority Area 6: <i>Human and institutional capacity building for public and private institutions in charge of employment promotion and poverty alleviation, including the social partners and</i>	Priority Trade, Economic Liberalization and Development The overall goal of this intervention is to facilitate trade	Objective(xix) <i>Achieving collaboration between public, private and Civil Society organizations, in policy formulation,</i>		

Namibia business voice.		other relevant actors of the civil society	and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.	programming and implementation		
<u>Outcome 8:</u> Workers have strong, independent and representative organizations	Objective 2.7: Strengthening labour administrations and employers' and workers' organizations	Priority Area 6: <i>Human and institutional capacity building for public and private institutions in charge of employment promotion and poverty alleviation, including the social partners and other relevant actors of the civil society</i>	Priority Intervention Area: Human and Social Development Objective Develop and sustain human capabilities through increased access of the population to quality and appropriate education, training, employment , welfare and social development, nutrition, health, cultural and sporting services as well as information in all Member States.	Objective(xix) Achieving collaboration between public, private and Civil Society organizations, in policy formulation, programming and implementation	NDP 3 Key Result Area: Peace, Security and Political Stability	

<i>Outcome 9: Child labour, forced labour and discrimination at work are progressively eliminated</i>	Objective 5.2: Effective elimination of child labour, with urgent priority given to its worst forms Objective 5.3: Progressive eradication of all forms of forced labour	Priority Area 10: Targeting and empowering vulnerable groups such as persons with disabilities, aged persons, migrants, children, youth, and people infected and affected by HIV/AIDS, Malaria, Tuberculosis and other Related Infectious Diseases, internally displaced persons, refugees, migrants and the working poor	Priority Intervention Area: Human and Social Development; In line with MDG Target 2(a): all member states should achieve universal primary education and ensure that all children complete a full course of primary schooling by 2015; In line with MDG Target 3(a) : Enrolment gaps between boys and girls in primary and secondary education should be eliminated preferably by 2005, and at all levels of education no later than 2015	Broad Strategy (xiv) Upholding human rights and ensuring justice, equity and equality in the fullest sense for all, regardless of gender, age, religion, ethnicity, ability or political affiliation.	UNDAF Outcome 3: By 2010, the capacity of Government and civil society institutions strengthened to deliver and monitor essential/critical health, education and special protection services CPO 3.3: Increased awareness of and capacity for protecting the rights of children, women and other vulnerable groups.
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DRAFT - NAMIBIA 2010 - 2014 DWCP MONITORING PLAN

PRIORITY 1: : EMPLOYMENT PROMOTION			
Outcome 1: <i>More young women and men have equal access to productive and decent employment through inclusive job-rich growth</i>			
Output 1.1: Conducive legal and policy environment to enhance employment creation			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The government of Namibia, in conjunction with social partners, has integrated national, sectoral or local employment policies and programmes in their policy frameworks	Namibia has no integrated national, sectoral or local employment policies and programmes in the government frameworks	Labour related policies are integrated and take cognisance of the scope of each other	1. Project specific reports from the ILO 2. Ministry of Labour and Social Welfare
Output 1.2: SMMEs in potential areas of employment developed			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
Employment strategies, inclusive of SMME' and the informal sector in Namibia are developed and implemented.	Namibia has no integrated national, sectoral or local employment policy that integrate the informal economy.	Labour related policies are integrated and take cognisance of the scope of SMME' and informal economy.	1. Project specific reports from the ILO 2. Ministry of Labour and Social Welfare
Output 1.3: Labour market information system enhanced and functional			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
Labour market information and analysis systems in Namibian are strengthened and information on national labour market trends is disseminated.	Namibian has conducted a labour market survey in 2008. An institutionalisation of regular system of information collection and LMI analysis is necessary	Labour Market Information System is established	Follow up to the LMI survey

Outcome 2: Skills development and awareness increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth increases employment creation.			
Output 2.1: <i>Appropriate skills available to enhance employability</i>			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian government in collaboration with workers and employers, integrate skills development into sector or national development strategies	Skills development and training programmes do not incorporate entrepreneurial development and self-employment strategies targeting youth, women, people with disabilities and the informal sector operators.	Skills development policies are integrated into major national development strategies	1. ILO specific project reports 2. Government reports confirming that skills development has been integrated into major development strategies
Outcome 3: Sustainable enterprises create productive and decent jobs			
Output 3.1: Support sustainable enterprises and promote the enterprise growth and development, inter alia pursuing diversification and adopting good practices.			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The government, workers and employers organizations in Namibian have taken initiatives in policy areas that facilitate transition of informal activities to formality	The current labour policies in Namibian do not facilitate transition of informal activities to the formal economy	At least one labour related policy makes provision for transition of informal activities to formality	1. Project specific reports from the ILO 2. Ministry of Labour and Social Welfare confirming the revision of labour policies accordingly
Output 3.2: Enterprise development policies to support sustainable jobs development and implemented			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian government, in collaboration with workers and employers, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises	The current policy and regulatory framework does not provide for an enabling environment for sustainable enterprises	At least two policies and regulatory frameworks are reformed to create an enabling environment for sustainable enterprises	Policies and regulatory framework are revised

PRIORITY 2: ENHANCE SOCIAL PROTECTION

Outcome 4: The world of work responds effectively to the HIV/AIDS epidemic

Output 4.1: HIV and AIDS workplace policies and programmes are coordinated and implemented in terms of the Labour Act

Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Government, in collaboration with Workers and Employers, develop HIV/AIDS workplace strategies in conjunction with the Labour Act and in line with the ILO HIV/AIDS standard .	There are no adequate provisions and well coordinated HIV/AIDS workplace response in Namibia.	Adequate provisions for HIV/AIDS issues for the workplace in the national labour policy are improved and implemented	1. Project specific reports from the ILO 2. Report from the MoLSW that a national workplace policy on HIV/AIDS or labour legislation and implementation which are in line with the ILO HIV/AIDS standards have been instituted

Output 4.2: HIV/AIDS workplace policies and programmes are mainstreamed into all sectors, inclusive of the informal economy

Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Government, in collaboration with Workers and Employers, take significant action to implement HIV/AIDS programmes at workplaces, including informal sector operators	HIV/AIDS workplace programmes have been implemented at some enterprises, but do not reach out to the informal economy sectors.	At least selected number of sectors, including informal economy adopt and implement HIV/AIDS workplace programmes	1. Progress update reports from ILO Projects and the Ministry of Labour and Social Welfare in Namibian

Outcome 5: Workers and enterprises benefit from improved safety and health conditions at work

Output 5.1: Improved and strengthened OSH and working conditions

Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Government, in	There is neither national	2. A national OSH profile	1. Project specific reports from the ILO

collaboration with Workers and Employers, adopt policies and programmes to promote improved safety and health at work	coordinating mechanism nor OSH profile in Namibia to develop and implement an OSH programme.	undertaken and OSH coordinating task team is in place	2. Reports from the MoLSW verifying that a national OSH policy has been reviewed and adopted and is in place
Outcome 6: More people have access to better managed and more gender equitable social security benefits			
Output 6.1: <i>Extended and improved social security for all</i>			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Government, with ILO support, develops gender equitable policies improving social security coverage, notably for excluded groups	A reform of priorities and packages is required.	A national social security policy is in place	1. Project specific reports from the ILO 2. Reports from the Namibia National Social Security Task Team verifying that a national social security priorities and packages have been improved

PRIORITY 3: : STRENGTHENING SOCIAL DIALOGUE AND TRIPARTISM

Outcome 7: Strengthening the institutional capacity of national tripartite institutions to influence the formulation and implementation of economic and social policies

Output 7.1: Strengthening the institutional capacity of national tripartite institutions to influence the formulation and implementation of economic and social policies

Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Government, in collaboration with Workers and Employers, strengthen social dialogue institutions and mechanisms in line with international labour standards	The current social dialogue institutions and mechanisms are not adequate and effective	An adequate and effective national social dialogue institution and mechanisms are in place	1. Project specific reports from the ILO 2. Verifiable report from tripartite partners confirm that an effective social dialogue mechanisms are in place

Output 7.2: Capacity of labour administration and the constituents to comply with international labour standards and obligations is strengthened

Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Government, in collaboration with Workers and Employers, take significant action to strengthen the Labour Inspectorate department of the Ministry of Labour and Social Welfare	The capacity of some of the labour administration units to deliver.	Labour administration systems are improved focusing on various units of the MLSW, such as Labour Services	MLSW reports on labour inspection

Outcome 8: Employers' organisations have strong, independent and representative organizations representing Namibia business voice.

Output 8.1: Employers' organization has improved communication with its membership

Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
Employers and Workers organizations have capacity to engage in and influence	The Namibian Federation of Employers in Namibia need a	Communication strategy is in place	

policy development discussions	Communication strategy to be able to manage communicate with its members effectively		
Output 8.2: A research study is conducted on the impact of the global financial crisis on the business environment in Namibia as part of a sub-regional-wide study			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
Social partners in Namibia have documented the impact of the impact global financial crisis.	Namibia has not conducted a comprehensive study on the impact of the global economic and financial crisis, particularly on the social partners.	Research study on the impact of the global financial crisis on the business environment in Namibia undertaken	Published results of the study.
Output 8.3: Employers' Organizations reach out to SMMEs and Women Entrepreneurs			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
Employers' organizations in Namibia reach out to more enterprises, including Small and Micro Medium Enterprises.	Currently the membership of the Namibian Federation of Labour is limited to large and medium-sized enterprises.		Reports from NEF and other research institutions
Outcome 9: Workers have strong, independent and representative organizations			
Output 9.1: Workers' organisations have greater knowledge of the Decent Work Agenda			
Indicator of Achievement	Baseline	Proposed Target	Means of Verification/ Data Source & Collection
The Namibian Workers have incorporated DWA in their programmes	ILO has just concluded a DWCP consultation workshop with constituents on DWCP development and implementation processes		ILO and workers organizations report on strategies and training plans