

M-GA Joint

Programme Proposal Template, Pathfinder Track Call for Proposals

Round 2, May 2025

MPTFO Project Reference Number (For PUNOs only)	<i>(Leave blank, for automatic population in Quantum)</i>
Country	Republic of Namibia
Region (select as appropriate)	UN: Africa WB: AFE
Joint programme title:	Strengthening Social Protection Systems and Employment Programmes for a Resilient and Inclusive Namibia
Duration (NB activities must be completed within 24 months of approved funding):	24 months
Anticipated start and end dates:	09/ 2025 - 08/ 2027
Joint Programme members: ¹	
Resident Coordinator	Ms. Hopolang Phororo, hopolang.phororo@un.org
Joint Program RCO focal point	Ms. Eunice Ajambo, Economist and Development Coordination Officer, ajambo@un.org
Lead PUNO JP Focal point	UNICEF: Mr. Israel Tjizake, PM&E Manager (itjizake@unicef.org) and Ms. Makda Getachew Abebe, Regional Social Protection Specialist maabebe@unicef.org
PUNO 2 JP Focal point	ILO: Ms. Jasmina Papa, Social Protection Specialist, papa@ilo.org
World Bank Country Director/Manager a.i.	Mr. Roland Yameogo, ryameogo@ifc.org
World Bank Practice Manager	Mr. Suleiman Namara, snamara@worldbank.org

¹ UNFPA will participate as a technical partner providing support on gender equality.

World Bank TTL (ADM responsible) ²	Mr. Boban Varghese Paul, bpaul@worldbank.org
Total budget:	\$1,520,000
Source of funds:	
UN Joint SDG Fund	\$ 850,000
PUNO 1 co-funding, <i>if applicable</i>	\$45,000 (Technical backstopping staff time)
PUNO 2 co-funding-ILO	\$150,000(Technical Backstopping – Social Protection & Employment); and Regular Budget Technical Cooperation
RSR-ADSP Umbrella Trust Fund	\$ 475,000
World Bank co-funding, <i>if applicable</i>	
Government co-funding, <i>if applicable</i>	
International donor co-funding, <i>if applicable</i>	
Other sources co-funding, <i>if applicable</i>	
Legal context (for PUNOs only)	<p>Agency name: United Nations Children's Fund (UNICEF) Agreement title: Basic Cooperation Agreement between the Government of the Republic of Namibia and UNICEF Agreement date: 12 September 1990</p> <p>Agency name: International Labour Organization (ILO) Agreement title: Standard Basic Assistance Agreement (SBAA) Government of the Republic of Namibia and UNDP, ILO as a UN Specialised Agency Agreement date: 22 March 1990</p>

² TTL of the P code to which the grant is linked is automatically the TTL of the grant. TTL must be ADM responsible and must ensure that ASA processing adheres to the for country, regional and global activities (see [Accountability and Decision Making \(ADM\) framework](#)).

DECLARATION OF COMMITMENT AND SIGNATURES OF JOINT PROGRAMME

By signing this Joint Programme document, all signatories commit to work together in a spirit of partnership to achieve the results identified in the results framework, work plan and budget.

Joint Programme Lead	
GOVERNMENT COUNTERPART	Name of Representative: [Redacted] avindur.ed@mfpe.gov.na Date and Signature: [Redacted] 20/8/2025 Name of Ministry or Department: [Redacted] of Finance and Social Grants Management
	Name of Representative: [Redacted] ed@moj.gov.na Date and Signature: [Redacted] 20/8/25 Name of Ministry or Department: [Redacted] of Justice and Labour Relations
RESIDENT COORDINATOR	Name, Title: Ms. Hopolang Phororo, Hopolang.phororo@un.org Date and Signature: [Redacted]
WB COUNTRY DIRECTOR/MANAGER	Name, Title: Mr. Roland Yameogo, ryameogo@ifc.org Date and Signature: [Redacted]
Participating UN Entities	
LEAD PUNO	Name, Title: Mr. Samuel Kwaku Ocran, UNICEF Representative, skocran@unicef.org Date and Signature: [Redacted]
PUNO 1	Name, Title: Ms. Philile Masuku, ILO Director, masuku@ilo.org Date and Signature: 20/08/25 [Redacted]

World Bank Endorsement

World Bank teams: Please attach a completed CMU Endorsement Template or explain how and when endorsement will be obtained.

The JP Steering Committee will rely on existing tri-partite governance structures at the country level, including that of the GA where it exists, which will organize dedicated M-GA meetings to review M-GA related documents and decisions.

JOINT PROGRAMME SUMMARY

Problem to be addressed, and activities to be undertaken (max 200 words)	<p>Namibia faces persistent challenges in social protection and labour markets, including fragmented SP programmes, limited coverage of vulnerable groups, low benefit levels, and high youth unemployment. Although 2.7% of GDP is allocated to social assistance³, manual processes, outdated systems, and weak coordination reduce effectiveness on poverty and human capital development. Government reforms aim to reduce fragmentation, digitalize systems, expand coverage—especially for the informal economy—and improve adequacy and equity. The goal is to link social assistance with labour market inclusion.</p> <p>This Joint Programme (JP) supports these reforms using the Social Protection Assessment Resource Kit for Systems (SPARKS) to assess social grants and develop a roadmap for a Social Protection Information System. Technical assistance will focus on digitizing payments, automating systems, strengthening grievance mechanisms, enhancing disability inclusion, extending employment injury coverage, and designing of unemployment insurance. A gender-responsive Public Expenditure Review will be conducted.</p> <p>The JP will also assess job potential in the agri-food sector through a gender and youth lens, promote climate-smart agriculture, institutionalize Employment Impact Assessments. It will also review youth employment constraints, support the development of a national youth employment strategy and fund and operationalize the National Employment Creation Fund.</p>
SDG Targets directly addressed by the Joint Programme	<ul style="list-style-type: none"> ● SDG 1: No Poverty- Target 1.3 ● SDG5: Gender Equality- Target 5.1 ● SDG8: Decent Work and Economic Growth- Target 8.2; Target 8.3 ● SDG 10: Reduced Inequalities- Target 10.4 ● SDG17: Partnerships for the goals- Target 17.14
Project Development Objective (PDO) and expected key results (up to 3)	<p>Project Development Objective (PDO): To enhance the efficiency, equity, and effectiveness of Namibia’s social protection and employment ecosystem.</p> <p>OUTCOMES:</p> <ol style="list-style-type: none"> 1. Strengthened social protection systems for inclusive life and work transitions 2. Increased employment opportunities, particularly for young women and me

^{3 3} 2021. World Bank. Social Assistance Review

	<p>Expected Key Results</p> <ul style="list-style-type: none"> • Improved digitalization and automation of social assistance delivery system mechanisms, and linkages to services, human capital strengthening and livelihood opportunities. • Increased employability and employment opportunities, particularly for young women and men, as well as persons with disabilities. • Strengthened institutional capacity to coordinate and operationalize a holistic vision towards robust social assistance, social insurance, and employment policies and programmes. • Institutionalised Employment Impact Assessment with the purpose of providing information that will ensure that employment is given deserved priority in policy-making and investment promotion.

JOINT PROGRAM DESCRIPTION

I. Narrative description (max ~1800 words)

<p>1. Context. Please describe the situation in the country, the constraints to expanded social protection coverage and access to productive and decent employment. What are the key problems this work is intended to address or gap it's going to fill? For the UN, preferably referred to the Common Country Assessment and the GA roadmap where it exists. (150 words)</p>	<p>Namibia, an upper middle-income country with political stability, faces persistent structural challenges including high unemployment (36.9%), especially among youth (44.4%) and women, as well as significant income inequality and multidimensional poverty affecting 43.3% of the population. Economic growth has not translated into sufficient job creation due to limited structural transformation and skills mismatches. Social protection coverage remains constrained by weak institutional coordination and outdated systems. Namibia allocates 5.3% of GDP to social protection (excluding health), below the 8.5%⁴ average for similar economies.</p> <p>The Namibia GA roadmap and UN Common Country Assessment emphasize the need for integrated employment strategies, youth entrepreneurship support, and expanded, digitized social protection systems. This JP addresses critical gaps in employment generation, youth inclusion, and social protection delivery. It aims to foster inclusive growth and resilience—particularly for women and youth—through coordinated, data-driven, and impact-oriented interventions.</p>
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⁴ 2021. World Bank. Social Assistance Review

<p>2. Proposed Solutions. Please list the main entry/leverage points or solutions proposed by the JP that have the greatest potential for impact within the given timeframe and budget. Do you expect the proposed grant activity to be associated substantially and sustainably with a policy change or investment operation? (300 words)</p>	<p>The Joint Programme (JP) targets high-impact entry points aligned with Namibia’s national priorities to drive sustainable policy and investment outcomes. A key focus is the digitalization of social assistance delivery. Using the SPARKS tool through a gender lens, the JP will identify system gaps and inform inclusive digitalization for old age, child, and disability grants. This supports the government’s reform agenda and includes a roadmap for an integrated Social Protection Information System interoperable with the National ID database—enhancing targeting, reducing errors, and enabling gender-disaggregated data monitoring. The JP will also support streamlined digital payment mechanisms for social grants, to ensure timely, traceable disbursements while addressing gender-related digital literacy and access barriers. A Social Protection Sector Public Expenditure Review will assess spending efficiency and equity guiding improved budgeting. To improve equity, the JP will design a differentiated disability grant system with fiscal simulations and pilot “cash-plus” service bundles to improve access to human capital services.</p> <p>On employment, the JP will support the extension of employment injury insurance to informal agricultural workers and designing of unemployment insurance schemes. Employment Impact Assessments (EIAs) will identify job-rich opportunities in agri-food and biomass-charcoal sectors. The JP will institutionalize EIAs within government and academia to promote quality jobs through awareness, capacity building, and policy advisory. It will also support the National Youth Employment Strategy and the Employment Creation Fund, which will provide concessional funding for youth and women-led job creation initiatives. Complementary structures embedded in national systems will be developed to operationalize the fund, aligned with Namibia’s 6th National Development Plan. The JP is expected to catalyze investment from the World Bank and other international financial institutions, strengthening Namibia’s social protection and employment policy ecosystem.</p>
<p>3. Rationale. How do you know these are the right solutions to the problems? Is there evidence from this country, or previous experience elsewhere to justify this activity here? (150 words)</p>	<p>The JP will draw upon successes and lessons learnt from other countries with similar challenges. For example, in Lesotho, World Bank supported a delivery systems assessment that identified substantial fiscal efficiencies leading to the digitization of old age pensions. ILO’s global and regional work on decent jobs for youth has highlighted the need for comprehensive approaches and in doing so to identify critical sectors with highest job creation potential and skills required. Employment Impact Assessments (EmPIAs) are highly useful tools for informing policy and investment decisions to maximize job creation and improve working conditions. Countries such as South Korea and Rwanda have leveraged EmPIAs successfully to create more and better jobs. Public Expenditure Reviews (PERs) are used by governments and development partners to provide evidence-based insights to support efficient, equitable, and accountable budget allocations and expenditures. In Indonesia, for example, a PER informed the consolidation of fragmented social programs.</p>
<p>4. Contribution and/or alignment to the UN Cooperation Framework and World Bank Country Partnership Framework. Please describe the relevance of the</p>	<p>The JP aligns with Namibia’s 2025–2029 UN Sustainable Development Cooperation Framework (UNSDCF) and World Bank’s Country Partnership Framework (CPF). It supports UNSDCF priorities by enhancing capacities to deliver inclusive, data-driven social protection services (Output 4.1) and advancing employment policy implementation, reskilling, and social safety nets (Output 2.2). It contributes to the WB CPF’s high-level outcomes of increased job creation and improved access to quality services. The M-GA will enhance the efficiency of social</p>

<p>three themes (climate, fragility, informality) to country priorities, how the expected results contribute and/or align with CF/CPF objectives, national development strategies and priorities, and related SDG targets (150 words)</p>	<p>protection spending and support youth-focused policy reforms, including a Youth Employment Strategy and Fund. The initiative directly addresses Namibia’s 6th National Development Plan priorities to: address decent work deficits, improve employment coordination mechanisms; expand social protection coverage and ensure access for persons with disabilities. By targeting the agri-food sector, a key pillar in National Strategy for the Transformation of the Agri-Food Sector, the JP fosters inclusive growth and job creation, particularly in rural and underserved areas.</p>
<p>5. Beneficiaries. Who are the intended beneficiaries of this activity (direct and indirect)? Are they regional or throughout the country? How many are members of neglected, disadvantaged, or otherwise vulnerable groups (example, children, youth, persons with disabilities, older persons, indigenous peoples, refugees and asylum seekers, forcibly displaced people, people vulnerable to climate change, informal workers, other)? How many women and girls? (150 words)</p>	<p>Direct beneficiaries include families with children, older persons and persons with disabilities receiving social grants, informal agricultural workers, and unemployed individuals targeted by new unemployment insurance schemes. The JP will target youths in and out of school, not-in-employment, education or training, graduates and those working in the informal and rural economies. Indirectly, families, communities, and the wider population will benefit from improved service delivery and a more resilient social protection system. Government stakeholders – including the Ministries of Finance; Justice and Labour Relations; Education, Innovation, Youth, Sport, Arts and Culture; Gender Equality and Social Welfare; Industrialisation Mines and Energy; the National Planning Commission; Social Security Commission; National Youth Council; Ministry of Agriculture, Water and Land Reform; and the Namibia Investment Promotion Development Board – will gain from enhanced planning, budgeting, and digital infrastructure. The JP will strengthen institutional capacity to apply employment-focused criteria in guiding public investment and active labour market policies.</p>
<p>6. Gender. How does the proposed activity address gender-specific gaps or barriers? (for PUNOS, please also fill in the Gender Marker) What outcomes are gender-responsive or gender-transformative? (150 words)</p>	<p>The JP directly addresses gender-specific gaps by making social protection systems more responsive to the needs of women and girls. It will apply a gender lens to the SPARKS delivery assessment, analyzing how current social grant systems uniquely impact women (e.g. access, documentation, caregiving responsibilities, digital literacy) to design more inclusive solutions. It will ensure that the differentiated disability grant system considers the unique challenges of women and girls with disabilities. The Public Expenditure Review will assess the gender responsiveness of current spending, while extending employment injury coverage to informal workers (many of whom are women) to boost their economic security. Furthermore, the JP will highlight gender-differentiated impacts in economic sectors like agriculture and agribusiness. Institutionalizing employment impact assessments will build capacity to identify future gender gaps and define countermeasures. Finally, the upcoming youth employment strategy and National Youth Enterprise Initiative will integrate gender aspects to promote balanced job creation.</p>

<p>7. Lessons. How will the team engage with and communicate results and lessons learned to key stakeholders, including national counterparts, development partners, and donors? Please indicate key communication and visibility actions (details to be provided in annex) (150 words)</p>	<p>The JP will leverage the Global Accelerator’s governance structures ensuring effective coordination, communication of results, and scaling of lessons learned. Oversight will be provided by the TROIKA+ and supported by the Steering Committee co-chaired by the Government of Namibia and the UN Resident Coordinator, comprising Troika+ GRN members, PUNO Heads, and senior representatives from employers’ organizations, trade unions, the private sector, and civil society. The Namibian National Global Accelerator Country Team will support technical coordination and implementation. Communication and knowledge sharing will be facilitated through regular briefings, technical workshops, policy dialogues, and dissemination of findings via reports, policy briefs, and digital platforms. Media engagement and co-branded materials will enhance visibility and transparency. Messaging will align with the HIT Track SDG Fund Joint Programme, emphasizing social protection, women’s rights, and progress toward SDGs 1, 5, 8, 10, and 17 through multistakeholder partnerships. Please see the annex for communication and visibility plan.</p>
<p>8. Does this proposed activity build on past government activities, SPR- or SDG-Fund-supported activities, in particular M-GA or GA activities, IDA/IBRD-financed projects, projects from UN agencies or others? If so, please describe? (150 words)</p>	<p>The proposed activities build on Namibia’s previous Global Accelerator JP on job creation and social protection through agri-system transformation and biomass processing. They align with Namibia’s National GA Roadmap, prioritizing employment creation, youth entrepreneurship, social protection expansion, and formalization of informal work. The JP will support institutionalizing employment impact assessments in public and private investment decisions, channeling resources to high-potential sectors. It complements previous efforts by deepening institutional reforms, expanding digitalization of social protection systems, and strengthening fiscal planning. WB’s leadership in digitalizing social delivery reinforces the GA’s focus on integrated, efficient systems. UNICEF’s work on evidence-based social protection budgeting and disability-inclusive grants builds on its prior technical support to the Government, while ILO’s work on unemployment insurance fund and informal sector coverage builds on previous work on formalization and labour protection. Jointly, these efforts create a cohesive, multi-agency approach to inclusive growth, formalization, and sustainable job creation in Namibia.</p>
<p>9. Is complementarity with other relevant initiatives in particular previous GA and/or MGA. How are the proposed activities linked to any other ongoing or future government-led, IDA/IBRD-financed, or project from planned relevant initiatives implemented by governments, development partners (including WB/ UN agency or), other IFIs/DFIs and other stakeholders? If so, please describe.</p>	<p>The JP is closely aligned with the Government of Namibia’s priorities to address inefficiencies in the social protection system and tackle youth unemployment. It offers a strong platform for operational collaboration between the World Bank and UN agencies, building momentum for future joint engagements. Currently, the only IBRD-financed project in Namibia is in the energy sector; this JP will be catalytic in expanding WB development cooperation into social and employment sectors. The proposed interventions, particularly those supporting youth employment and the National Employment Creation Fund directly contribute to the draft 3rd National Employment Policy priority of boosting private sector development through youth-led MSMEs. Employment impact assessments under the JP will identify high-potential sub-sectors and value chains for youth employment, laying the groundwork for broader application across sectors. Additionally, the finalization of pro-employment guidelines will help the Treasury prioritize public investments based on their contribution to national employment targets.</p>

<p><i>In the case of a top-up (of a previous M-GA JP), please explain how the previous JP will be modified, if needed, to absorb the new activities and funding.</i> (150 words)</p>	
<p>10. Justification for financing from the M-GA. Please describe why the proposed activity benefits from collaboration of World Bank and UN agencies. How will this activity make best use of the comparative advantage of each participating agency? (150 words)</p>	<p>M-GA is well-timed for Namibia and is expected to play a catalytic role in setting in motion a series of policy reforms and programmatic enhancements. The new government, since taking office in March 2025, has decided to address head-on issues in the social protection system and tackle the youth unemployment challenge, and has requested support from the UN and World Bank. The scope of work requires additional financial resources as well as collaboration to build on each other's strengths. In doing so, the World Bank will lead efforts to digitalize and automate social assistance delivery, and analytics on youth employment issues. UNICEF will bring its comparative advantage in public finance for social sectors, leading a comprehensive PER. ILO will contribute its specialized knowledge in employment impact assessments, labor market protections, and supporting the design of unemployment insurance and extending coverage to informal workers.</p>
<p>11. Coordinating and implementing arrangements Please outline the roles and responsibilities of the Resident Coordinator/Resident Coordinator Office, Participating UN Organizations (PUNOs), the World Bank, national counterparts and other relevant stakeholders (150 words)</p>	<p>The programme builds on structures from the UN SDG Fund Joint Programme on Agri-Systems Transformation, including the Joint Programme Steering Committee and the Namibian National Global Accelerator Country Team, co-established by the Government of Namibia and the UN. Oversight will be provided by the TROIKA+, comprising key ministries including Finance; Justice and Labour; Education, Innovation, Youth, Sport; Gender Equality and Social Welfare; Industrialisation Mines and Energy; Agriculture, Water and Land; the National Planning Commission; Social Security Commission; National Youth Council; and the Namibia Investment Promotion Development Board.</p> <p>The UN Resident Coordinator and RCO will ensure strategic alignment and coordination. UNICEF, ILO, and the World Bank will lead implementation of respective outputs. UNICEF will focus on public finance, disability-inclusive social protection, and cash-plus models. ILO will lead on employment impact assessments and labour protections. The World Bank will support the digitalization of social assistance systems and provide technical inputs.</p>

II. Work Plan: Proposed activities, project components, and outputs.

*NB: The **outputs** listed in tables II.1 and III below should be identical.*

Remarks for PUNOs:

- *The link with CF should be reflected through at least one CF outcome indicated in the Joint Programme profile, but not a part of the JP Results Framework, as well as through CF outputs.*

- *There should be a maximum of 4 outputs in total, with at least one from the CF.*
- *All results and related budgets under a JP are tagged as 'joint' in UN Info and UNO ERP systems for reporting on the QCPR and Funding Compact.*
- *A minimum of 5% percent of the UN JP budget is allocated for monitoring, reporting, evaluation, audit and communications.*
- *For the [Gender equality, human rights](#) as well as [QCPR function](#) the coding is done per output. Further annex provides total scoring and justification.*

The JP directly contributes to the following two 2025-2029 UNSDCF outputs:

- **Output 2.2:** Enhanced gender-inclusive national capacity to develop and implement targeted initiatives for green, blue, purple, and orange jobs and just transitions, focusing on young people and marginalized communities.
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- **Output 4.1:** Strengthened national and sub-national capacities to efficiently deliver quality, affordable, gender-inclusive social and protection services, relying on evidence-based disaggregated quality data, focusing on young people, persons with disabilities, and marginalized communities

II.1. Outputs and SDG Target and Gender Marker (to be completed by PUNOs).

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Output	SDG Target	Gender Marker
Output 1: Increased digitalization and automation of social assistance delivery systems (child grants and old age/disability social grants)	Targets 1.3, 5.1, and 17.14	2
Output 2: Strengthened evidence-based planning and budgeting for social protection through a comprehensive Public Expenditure Review (PER)	Targets 1.3, 5.1 10.4, and 17.14	3
Output 3: Social protection schemes adapted to extend coverage, adequacy and mix of cash and services ensuring upward mobility and labour market inclusion <i>(Linked to CF output 4.1: Output 4.1: Strengthened national and sub-national capacities to efficiently deliver quality, affordable, gender-inclusive social and protection services, relying on evidence-based disaggregated quality data, focusing on young people, persons with disabilities, and marginalized communities) - CF output 4.1</i>	Targets 5.1, 10.4, and 17.14	2
Output 4: Increased employability employment opportunities, particularly for youths and women, through strengthened institutional arrangements and the development of strategic youth employment initiatives. <i>(Linked to CF output 2.2: Enhanced gender-inclusive national capacity to develop and implement targeted initiatives for green, blue, purple, and orange jobs and just transitions, focusing on young people and marginalized communities.)</i>	Targets 1.3, 8.2, 8.3, 10.4, and 17.14	2

II.2. Activities, project components, and provisional budget allocations

Activity / Component	Brief (<=20 word) description	Responsible partners (please indicate lead partner in bold)	Allocated Budget (US\$) ⁵
Output 1 statement: Increased digitalization and automation of social assistance delivery systems (child grants and old age/disability social grants)			
Activity / Component 1.1	Apply the Social Protection Assessment Resource Kit for Systems (SPARKS) of 2-3 main social grant programs and develop a roadmap for establishment of a Social Protection Information System	WB with UNICEF and ILO contributing technically on the disability grant	WB: \$150,000
Activity / Component 1.2	Technical assistance to develop a cost-effective mechanism for digitization of social grant payments, with focus on ensuring accessibility for women, especially in rural areas and those with care responsibilities	WB with UNICEF and ILO contributing technically	WB: \$75,000
Activity / Component 1.3	Hands-on technical assistance to the Social Grants Management Committee for automation of social grants payments, developing an integrated social protection information system, and appropriate grievance mechanisms, which consider gender sensitive designs	WB with UNICEF and ILO contributing technically	WB: \$75,000
Output 2 statement: Strengthened evidence-based planning and budgeting for social protection through a comprehensive Public Expenditure Review (PER)			
Activity / Component 2.1	Undertake a social protection public expenditure review to assess the extent to which the resources the Government of Namibia allocates to social protection are being used efficiently and effectively and assess the distributional impact of spending across different population groups and life cycles.	UNICEF with WB and ILO contributing technically	UNICEF: \$125,000 ILO: \$10,000 (5 k is existing staff time contribution)
Activity / Component 2.2	Share PER findings with policymakers and stakeholders in the social protection sector and facilitate dialogue on how the findings can inform social protection sector planning and budgeting. Use the PER evidence to advocate for better more effective investments	UNICEF with ILO and WB contributing technically	UNICEF: \$30,000 ILO \$3,000
Output 3 statement: Social protection schemes adapted to extend coverage, adequacy and mix of cash and services ensuring upward mobility and labour market inclusion <i>Linked with Output 1.2: Strengthened national and sub-national capacities to efficiently deliver quality, affordable, gender-inclusive social and protection services, relying on evidence-based disaggregated quality data, focusing on young people, persons with disabilities, and marginalized communities) (CF Output 4.2)</i>			

⁵ For PUNOs, please also fill in the detailed budget in Annex 1

<p>Activity / Component 3.1</p>	<p><i>Strengthened disability-inclusive social protection system to enhance access to essential services of children and persons with disabilities.</i></p> <p>Provide Technical Support to Design a Differentiated, Needs-Based Disability Grant System to support the Government in designing a disability grant system that reflects the varying costs associated with different types and severities of disability, based on the findings of the already concluded study on “The Direct Costs of Disability to Families in Namibia”. This includes: (i) costing and fiscal simulation exercises to assess the financial implications of implementing the new grant structure and (ii) policy dialogue and stakeholder consultations to validate the proposed model and ensure alignment with national social protection goals.</p>	<p>UNICEF with ILO contributing technically</p>	<p>UNICEF: \$80,000</p>
<p>Activity / Component 3.2</p>	<p>Provide technical assistance to improve the disability assessment process to ensure accurate, fair, and consistent determination of disability severity, enabling effective implementation of a tiered grant system. This includes: (i) TA to review and revise the current disability assessment tools and protocols, ensuring alignment with international best practices and the proposed differentiated grant model (ii) Support the development of standardized severity classification criteria that reflect functional limitations and associated costs.</p>	<p>UNICEF with ILO contributing technically</p>	<p>UNICEF: \$80,000 ILO \$10,000</p>
<p>Activity / Component 3.3</p>	<p>Provide technical assistance to operationalize integrated “cash plus” social protection approaches by supporting the Government in developing a national cash plus operationalization framework. This includes prioritizing sectors for intervention, assessing the feasibility of service linkages, defining stakeholder roles and responsibilities, and outlining actions at policy, programmatic, and administrative levels. Provide TA for the implementation of two priority “cash plus” initiatives identified in the framework (one focused on children and the other one on youth)</p>	<p>UNICEF with ILO contributing technically</p>	<p>UNICEF: \$88,000 ILO: 20 000</p>
<p>Activity / Component 3.4</p>	<p>Extend coverage with employment injury through scheme adaptation and actuarial valuation</p>	<p>ILO with WB contributing technically</p>	<p>ILO: \$ 30 000</p>

Activity / Component 3.5	Design unemployment insurance (UI) scheme assessment of institution that will manage UI and coordinate its implementation with ALMPs	ILO with WB contributing technically	ILO: \$ 75 000
Output 4 statement: Increased employability and employment opportunities, particularly for youth and women, through strengthened institutional arrangements and the development of strategic youth employment initiatives.			
Activity / Component 4.1	Employment Impact Assessment of Agri-food Sector and Supply Chain Analysis	ILO with WB contributing technically	ILO: \$55,640
Activity / Component 4.2	Support institutionalization of employment impact assessment in Namibia	ILO with WB contributing technically	ILO: \$155,150
Activity / Component 4.3	Review of constraints that are limiting creation of employment opportunities for youth and of existing youth employment related initiatives within government	WB with ILO contributing technically	ILO: \$125,000
Activity / Component 4.4	Support the development and implementation of a national youth employment strategy with effective implementation mechanisms	ILO with WB contributing technically	ILO: \$35,000
Activity / Component 4.5	Provide technical assistance towards the setting up of the national employment creation fund based on global evidence on what works on youth employment, including the national and regional governance structures.	ILO with WB contributing technically	ILO: \$25,000 WB: \$25,000
Cross Cutting Reporting, communication and advocacy			
Activity / Component 5.1	High-level research & advocacy symposium to share lessons from all grant activities. Use of national media and digital platforms to amplify reach. Documentation of success stories and testimonials.	All	UNICEF: \$22,00 ILO: \$22,000 WB: \$25,000

Monitoring: please only indicate output level indicators⁶

How will you know that change has happened? What indicators will you measure? What specific milestones will the program achieve and how do these contribute to the overall objective?

Joint Programme Outcomes			
1. Outcome statement 1: Strengthened social protection systems for inclusive life and work transitions.			
Outcome indicator 1.1 Percentage increase in effective population coverage by social protection systems (disaggregated by sex and branch of SS), including children, people with disabilities, migrants	Baseline: 54.2%	Target: tbc	Means of verification: Social Security Inquiry Database <i>Note: Target tbc after inception meeting</i>
Outcome indicator 1.2: Social protection programmes that have been improved to enable expanded coverage or improved benefit determination	Baseline: Child grant, old persons grant, and disability grant require delivery system or benefit level improvements	Target: At least three social protection programmes with improved delivery systems or benefit levels	Means of verification: Government documentation
2. Outcome statement 2: Increased employment opportunities, particularly for young women and men			
Outcome indicator 2.1: Proportion of people in formal employment/decent jobs (disaggregated by age, sex)	Baseline: tbc	Target: tbc	Means of verification: Informality Diagnostics Report and ILO Stat Database <i>Note: Targets to be confirmed after diagnostic assessment is finalized.</i>
Outcome indicator 2.1 Employment coordination structures established and functional	Baseline: 0	Target: 1	Means of verification: Coordination structure ToRs, meeting minutes, outputs of the coordination structures

⁶ Please pick an indicator out of the outcome indicators below

Joint Programme Outputs			
Output 1 statement: Increased digitalization and automation of social assistance delivery systems (child grants and old age/disability social grants)			
Output indicator 1.1: Social protection information system roadmap and implementation plan developed	Baseline: none exists	Target: roadmap and implementation plan developed	Means of verification: Government documentation
Output indicator 1.2: Digital payments roll-out plan developed	Baseline: none exists	Target: roll-out plan developed	Means of verification: Government documentation
Output 2 statement: Strengthened evidence-based planning and budgeting for social protection through a comprehensive Public Expenditure Review (PER)			
Output indicator 2.1: Social Protection Public Expenditure Review (PER) report completed and validated by key stakeholders.	Baseline: none	Target: Social Protection PER finalized	Means of verification: Final PER report document, Meeting minutes or validation workshop reports.
Output 3 statement: Social protection schemes adapted to extend coverage, adequacy and mix of cash and services ensuring upward mobility and labour market inclusion			
Output indicator 3.1: Number of disability-inclusive social protection programme improvements agreed and developed.	Baseline: Disability assessment tools do not adequately enable determination of severity and disability grant not differentiated to cater for severity	Target: Differentiated disability grant system and improved assessment protocols. Revised disability assessment tools	Means of verification: Reports from stakeholder consultations and validation workshops. Revised disability assessment tools and protocols.
Output indicator 3.2: Number of integrated “cash plus” initiatives operationalized with defined service linkages and implementation frameworks targeting children and youth.	Baseline: 0	Target: 2	Means of verification: National “cash plus” operationalization framework document; implementation plans for selected child- and youth-focused cash plus initiatives and inter-ministerial coordination records and stakeholder role definitions.
Output indicator 3.3: Employment injury scheme adapted for inclusion	Baseline: 0	Target: Adaptation of eligibility criteria,	Means of verification: Reports from consultative workshops with

of workers in agricultural sector		contribution schedules and amounts reflecting realities of workers in agri sector	workers, employers and government Validated actuarial valuation of scheme's option.
Output indicator 3.4: Unemployment insurance (UI) scheme designed	Baseline 0	Target: Unemployment Insurance Scheme for formal workers in public and private sector	Means of verification: Reports from consultative workshops with workers, employers and government Report with UI parameters. Actuarial report validated
Output 4 statement: Increased employment opportunities, particularly for youth and women, through strengthened institutional arrangements and the development of strategic youth employment initiatives.			
Output indicator 4.1: Number of Employment Impact Assessments done	Baseline: 0	Target:1	Means of verification: Publication of Employment Impact Assessment report
Output indicator 4.2: Employment impact assessment capacity embedded within government in Namibia	Baseline: 0	Target: Employment impact assessment functions included in relevant Ministry or Department	Means of verification: Official amendment to Ministry / Department functions Joint programme progress reports
Output indicator 4.3: Report on constraints to expanded employment opportunities for youth and of existing youth employment related initiatives within government	Baseline: Nil report	Target: Final report validated by government	Means of verification: Final report Joint programme progress reports
Output indicator 4.4: National Youth Employment Strategy Developed	Baseline: Nil strategy in place	Target: Validated national youth employment strategy and coordination mechanism in place	Means of verification: Approved strategy document ToR for the coordination mechanism Minutes of meetings
Output indicator 4.5: Guidelines for the national youth enterprise development fund in place	Baseline: Nil guidelines in place	Target: Approved guidelines for the youth fund	Means of verification: Published guidelines

III. List of key outcome indicators for the M-GA (please select all that apply)
(Please see those in bold and underlined)

Final Outcome Indicators	
Accelerated creation of decent and productive jobs	<input type="checkbox"/> <u>Change in number of people in work – of which wage work and self-employment</u> <input type="checkbox"/> <u>Change in number of people engaged in more productive work of which – women, youth, disadvantaged people/regions, disability, (measured by changes in wages or firm profits)</u> <input type="checkbox"/> <u>Change in number of people in decent jobs (disaggregated by age, sex)</u> <ul style="list-style-type: none"> ○ Change in informal employment, by sector and sex (SDG 8.3.1) and, where possible, by age and disability status ○ contributing to social security by employment status ○ working within the range of 'normal working hours' (35-48h/week) ○ earning less than the defined benchmarks (for example, XX per cent of the median wage or median labour income), by status in employment ○ affiliated to a union, a professional organization, a workers' association or a member-based organization of workers, by status in employment. ○ covered by Fundamentals Principles and Rights at Work <input type="checkbox"/> Alignment of wage growth with productivity growth <input type="checkbox"/> Change in the number of learners benefiting from lifelong learning opportunities, by sex
Accelerated achievement of universal, comprehensive, adequate and sustainable social protection	<input type="checkbox"/> <u>Number of persons and percentage increase in effective population coverage by social protection systems (disaggregated by sex and branch of SS), including children, people with disabilities, migrants</u> <input type="checkbox"/> <u>Number of persons and percentage of population with increased level of benefits</u> <input type="checkbox"/> Number of persons and percentage increase in legal coverage for social protection <input type="checkbox"/> <u>Number of persons and percentage of population covered by a new branch of social security / social protection programs</u> <input type="checkbox"/> Total amount of social security contributions collected from workers (with a trend over years) / [and possibly: as a percentage of total social protection expenditures]
Intermediate outcome Indicators	
	<input type="checkbox"/> <u>Resources allocated to social protection programs (disaggregated into domestic resources, donor programs and IFI lending, and private contributions)</u> <input type="checkbox"/> <u>Resources allocated to jobs, skills, and employability programs (disaggregated into domestic resources, donor programs and IFI lending, and private contributions)</u> <input type="checkbox"/> Use of evidence in program design
Other relevant outcome indicators (please fill in as many as necessary)	
	<input type="checkbox"/>

Appendix – answers to be provided by PUNOs only.

Please fill in the tables below

Budget per UNSDG categories - for PUNOs only

Please fill in the detailed below and allocated budget of each involved agency based on the provided categories

UNSDG BUDGET CATEGORIES	PUNO 1 - UNICEF		PUNO 2 ILO		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	\$170,000		\$181,280.37		\$351,280.37	0
2. Supplies, Commodities, Materials	\$8,500		\$69,215.95		\$ 77,715.95	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0	
4. Contractual services	\$153,000		\$73,651.41		\$226,651.41	
5. Travel	\$65,696.26		\$73,049.53		\$ 138,745.26	
6. Transfers and Grants to Counterparts	0		0		0	
7. General Operating and other Direct Costs	0		0		0	
Total Direct Costs	\$397,196.26		\$397,196.27		\$794,392.53	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	\$27,803.74	\$27,803.74	0			
TOTAL Costs	425,000	\$45,000	\$425,000	\$150,000	850,000	\$195,000

Note: UNFPA will participate in the JP as a technical partner focusing on gender equality but without budget allocation from the JP. Gender Equality marker for PUNOs

Gender Equality Marker

Please copy the output as per in the workplan and add the Gender Equality marker score and justify the scoring. Please refer to the UNSDG guidance here:

<https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	GEM Score	Justification
Output 1: Increased digitalization and automation of social assistance delivery systems (child grant and old age/ disability grants)	2	While digitalization itself is not inherently gendered, the project's explicit commitment is to ensure gender-sensitive design and accessibility for women, including those in remote areas or with limited digital literacy. This direct focus on ensuring equitable access and benefits for women positions it as gender-responsive and represents a significant objective
Output 2: Strengthened evidence-based planning and budgeting for social protection through a comprehensive Public Expenditure Review (PER)	3	The project explicitly states that this PER will include a "comprehensive gender analysis to identify disparities in expenditure and impact across different gender groups, ensuring more gender-responsive budgeting and equitable resource allocation." This goes beyond simply acknowledging gender to actively seeking to identify and address systemic inequalities in resource distribution, aiming for transformative change in budget allocations thus primary objective.
Output 3: Social protection schemes adapted to extend coverage, adequacy and mix of cash and services ensuring upward mobility and labour market inclusion	2	<p>While the primary focus is disability inclusion, the project's intent (and the linked CF output) highlights "gender-inclusive" services and a specific focus on "addressing the intersecting disadvantages faced by women and girls with disabilities". This demonstrates an active consideration of how gender interacts with disability to create unique barriers, making the intervention gender-responsive and representing significant objective</p> <p>The proposed interventions significantly advance gender equality by adapting social protection schemes to ensure inclusive coverage and labour market inclusion, particularly for women, youth, and persons with disabilities. A disability-inclusive system will improve access to essential services, with gender-sensitive design addressing the needs of women and girls with disabilities. Technical support for a differentiated disability grant includes gender-responsive costing and consultations. The "cash plus" approach prioritizes children and youth, where gender disparities are most evident. Employment injury and unemployment insurance schemes will also include informal workers, many of whom are women, ensuring equitable access to labour protections.</p>

<p>Output 4: Increased employment opportunities, particularly for youths and women, through strengthened institutional arrangements and the development of strategic youth employment initiatives.</p>	<p>2</p>	<p>The agri-food sector often has significant female labor force participation, often in vulnerable roles, these employment assessments include identifying gender-specific challenges, opportunities, and policies needed for equitable employment outcomes in the sector thus advancing gender equality as significant objective.</p> <p>Women are not a homogeneous group, and effective gender-responsive strategies in the agri-food sector must reflect the diverse realities of women’s lives shaped by factors such as age, geographic location, socio-economic status, and their roles within households and communities. To ensure that the initiatives supported through this JP are inclusive and equitable, the following approaches will be employed: (i) Leveraging local networks by working closely with women’s groups, cooperatives, and community-based organizations that have deep roots and trust within communities and (ii) Designing seasonally timed and location-sensitive outreach that aligns with agricultural cycles and accommodates caregiving responsibilities, particularly in rural and informal settings.</p> <p>These interventions will be guided by the recognition that younger and older women face distinct barriers. Younger women often encounter limited access to land, credit, and professional networks, and are frequently constrained by social norms that discourage entrepreneurship. In contrast, older women may face challenges such as lower literacy levels, reduced mobility, and heavier caregiving burdens.</p> <p>Accordingly, the work under Output 4 on employability and employment promotion, as well as other outputs, such as improving the delivery mechanisms of social grants, will be informed by these nuanced, intersectional insights to ensure that no group of women is left behind.</p>
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Annex: Communication and Visibility Plan
1. Objectives

- Ensure transparent, inclusive communication of JP progress and outcomes.
- Promote stakeholder engagement and visibility of partner contributions.
- Align with the governance structures of the Global Accelerator.

2. Governance and Coordination Framework

- **Troika+**: High-level Inter-Ministerial Steering Committee responsible for strategic oversight and reporting to the President.
- **NNGAT**: Technical-level coordination team comprising national and UN experts supporting implementation.
- **JP Steering Committee**: Includes Troika+ members, UN RC, PUNO Heads, and representatives from key stakeholder groups. WB leadership will also be included. Co-chaired by GRN and the UN RC.

3. Target Audiences

- Government ministries and agencies
- Development partners and donors
- Civil society and private sector
- Media and the general public

4. Key Communication Actions

Action	Description	Frequency/Timeline	Lead Responsibility
Steering Committee Briefings	Strategic updates and decision-making	Bi-annually	GRN & UN RC
NNGAT Technical Workshops	Technical review and coordination	Quarterly	NNGAT Secretariat
Policy Dialogues	Stakeholder engagement on findings	At key milestones	UNICEF / WB / ILO
Summary Reports & Policy Briefs	Dissemination of key results	After each major output	Communications Team

Social media & Press Releases	Visibility of milestones and impact	Monthly / As needed	Communications & PR Team
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5. Visibility Measures

- Co-branding of all outputs with GRN and UN logos.
- Public recognition of donor and partner contributions.
- Use of national media and digital platforms to amplify reach.
- Documentation of success stories and testimonials.