



JOINT
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Joint Programme Document:

*Agri-Systems transformation
through biomass processing for
decent job creation and the
extension of social protection in
Namibia*



COVER PAGE

MPTFO Project Reference Number	<i>(Leave blank, for automatic population in Quantum)</i>
Country	Namibia
Region	Africa
Joint programme title:	Agri-Systems transformation through biomass processing for decent job creation and the extension of social protection
Duration:	24 months
Anticipated start & end dates:	01/2025 to 01/2027
Short description:	This Joint Programme (JP) is anchored in the transformative role of the agriculture sector as a source of jobs and the extension of social protection. It zooms in to the biomass sector considering its emergence as a new source of growth for the country, with evident potential to unlock novel inter-institutional partnerships and innovative financing; expand value-chains for economic transformation. The JP targets vulnerable and marginalized individuals and groups mainstreaming the human rights-based approach; leveraging policy and regulatory changes, building capacity, and supporting market-ready projects in a manner that integrates the three dimensions of sustainable development, and while ultimately catalysing the Global Accelerator in Namibia. Focusing on the biomass value chain in the Otjozondjupa region in central Namibia and linking it to job creation and social protection processes and resources usually centralized at the national level, an estimated 5,000 people are expected to benefit from the JP. The JP adopts a 2-tiered and integrated approach firstly supporting at the national level the i) strengthening of institutional capacities to coordinate and implement integrated policies for job creation and universal social protection; and ii) channelling financing towards expanded social protection and job creation for just transitions. Secondly, by targeting interventions at the community and subnational level of the biomass value chain, inclusive of farmers, harvesters, MSMEs business associations and local government leadership, towards enhancing linkages for continental and global value chains of biomass end-products and investments. Through multilateral cooperation, the JP explores and unlocks new partnerships for delivery of diversified, innovative, and integrated financial sources and services to MSMEs in biomass and agriculture, paving the way for replication to other regions and into more labor-absorbing sectors.
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Total budget:	US\$3,762,000
Source of funds:	
UN (United Nations) Joint SDG Fund	\$ 1,800,000
PUNO 1 co-funding (ILO)	\$ 423,000
PUNO 2 co-funding (FAO)	\$ 230,000
PUNO 3 co-funding (UNDP)	\$ 600,000
Government co-funding	\$709,000

Legal context	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 Agency name: United Nations Development Programme (UNDP) Agreement title: Standard Basic Assistance Agreement (SBAA) Government of the Republic of Namibia and UNDP Agreement date: 22 March 1990 Agency name: Food and Agriculture Organisation (FAO) Agreement title: Standard Basic Assistance Agreement (SBAA) Government of the Republic of Namibia and UNDP, FAO as a UN Specialised Agency Agreement date: 22 March 1990
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DECLARATION OF COMMITMENT AND SIGNATURES

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.

Co-Chairs of JP Steering Committee	
Government representative	UN Resident Coordinator
Hon. Minister Utoni Nujoma Ministry of Labour, Industrial Relations & Employment Creation (MLIREC)	Ms. PHORORO Hopolang
 Signature:	 Signature:
19/11/24	15.11.2024
Date:	Date:
Participating UN Organizations	
Ms. MASUKU Philile	Ms. Qingyun Diao
Signature :	Signature:
	
International Labour Organization (ILO)	Food and Agriculture Organization (FAO)
Date: 15/11/24	Date: 15/11/2024
Ms. BHATIA Alka	
Signature:	
	
United Nations Development Programme (UNDP)	
Date:	
Contributing UN Organization¹	
Mr. OCRAN Samuel	
Signature: OIC	
	
United Nations Children's Fund (UNICEF)	
Date: 15/11/24	

¹ UNICEF will contribute in-kind technical assistance to the Joint Programme in the area of Social Protection and related to the realization of children's human rights in Namibia. Specific contributions will be defined within the annual workplan.

JOINT PROGRAMME PROFILE

Contribution to Cooperation Framework Outcome(s) and Output(s)	OUTCOME 2: By 2029, Namibia has a diversified, resilient, and human rights ECONOMY that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities: • Output 2.1: Strengthened productive capacities of institutions to implement sustainable, diversified economic value addition, with community shared ownership. • Output 2.3: Strengthened implementation /delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities. OUTCOME 4: By 2029, young people, women, and marginalized communities, have equal access to, and use of quality, affordable, gender-inclusive, and human rights-sensitive BASIC SOCIAL SERVICES: • 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 and marginalized communities.
SDG Targets directly addressed by the Joint Programme	• Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable • Target 5.1: End all forms of discrimination against all women and girls everywhere • Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors. • Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. • Target 10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality. • Target 17.14: Enhance policy coherence for sustainable development.
Expected key results of the Joint Programme	• Result 1: Strengthened institutional capacities to coordinate and implement integrated policies for job creation and universal social protection. • Result 2: Strengthened financing towards universal social protection and job creation for just transitions.
Overview of transformative change	The JP will demonstrate transformation at speed and scale for integrated policy and programmes approaches to create jobs and opportunities in the agriculture and biomass sector. The approaches are informed by a national development context geared towards sustaining transformative change to a more inclusive, resilient, and sustainable economy.
- Integration	The JP demonstrates approaches for integration of decent employment creation in agriculture and the biomass value chains with social protection, sustainable financing and formalisation of workers and economic units. The nexus of linkages in the high impact strategic areas as well as between employment, agriculture, social protection and financing policies will be strengthened to respond to needs of workers and enterprises, particularly in the biomass sector in the rural and urban areas. Lessons learnt from the JP implementation will feed back into reformulation of employment and labour policies and social protection legal framework and implementation at grassroot level(s) through Regional Councils.
- Scale	The JP's focus on integration of employment, agricultural, social protection, sustainable financing, formalization and fiscal policies, programmes and interventions at national and subnational levels to enable scaling-up of the most successful approaches, and replication to other sectors including broader agricultural sector, tourism, et al will contribute to economic diversification. Estimated 8,050 people in Namibia will benefit from the JP.
- Speed	The Joint programme implementation approach targets existing economic activities (informal/formal enterprises) through catalytic interventions to be implemented within the 24 months period. In line with the Global Accelerator objectives the project interventions will be implemented concurrently

	through a coordinated approach.
- Local context-specific	The JP interventions are fully aligned with the Namibian National Roadmap on Global Accelerator on Jobs and Social Protection for Just Transitions, Vision 2030, the National Development Plan 6 White Paper, the Draft 3 rd National Employment Policy framework, National Social Protection Policy, National Informal Economy Policy, Startups and Entrepreneurship Development (NIESED) policy, The National Gender Policy, Integrated National Financing Strategy and the United Nations Sustainable Development Cooperation Framework, 2024-2029 - results framework.
- Sustainability	The JP will ingrain sustainability concerns through capacity development and building to i) enhance people's capacities for pro-employment development utilizing sustainable financing for MSME (Micro, Small and Medium sized Enterprises), integrated service provision and improved diversified production; ii) improve the quality of social protection services benefiting community and c) preserve natural resources. Institutional capacity strengthening will result in adoption and regular use of analytical tools, evidence and guidelines produced during JP's lifespan. A Multistakeholder coordination mechanism at Cabinet-level through the Troika+ of three (3) co-chairs consisting of the Minister of FPE, Director-General of NPC and Minister of MLIREC will act as a conduit to support national ownership and systematisation of JP results and lessons learnt under the umbrella of the National GA Roadmap. Additional members of the team are the Ministers of Agriculture, Environment and Tourism, Industrialisation Trade and SME Development, Youth, Sport and National Service and Gender Equality, Poverty Eradication and Social Welfare, Social Partners and the Executive Director of the Namibia Investment Promotion Development Board.
Anticipated direct beneficiaries	An estimated 5,000 total number of anticipated direct beneficiaries will benefit from the activities of the Joint Programme with 3,050 expected to access new and decent jobs and accessing social protection services. 60% of all direct beneficiaries are expected to be women while 60% of newly created decent jobs will target women.
Anticipated financial leverage	The total amount in USD: US\$4,485,000 - Co-funding (within the JP budget): US\$ 3,053,000- Co-financing (parallel to JP budget): US\$1,432,000 Funding parallel to JP: Min. of Industrialization and Trade (MIT) (MIT)SDG Impact Fund/Facility: US\$100,000 (MIT)Empretec: US\$300,000 Bank of Namibia (BoN) Informality Diagnostic Study: US\$20,000 Min. of Industrialization and Trade (MIT)- Informality Diagnostic Study:US\$59,000 FAO - US\$230,000(MIT and MAWLR) CO (Country Offices) Funding parallel to JP: (UNDP) - AfCFTA for SDG Impact Fund/ Facility: US\$200,000 (ILO) - Core resources US\$423,000
Localization marker score	3
The primary focus on SDG Transitions in the JP	☐ Digital Transformation ☐ Food Systems ☒ Decent Jobs and Universal Social Protection ☐ Energy Access and Affordability ☐ Transforming Education ☒ Climate, Biodiversity, Pollution
Main engine room actions that the JP supports	☒ Shifts across policy and regulatory frameworks ☒ Capacity building at scale ☒ Deal room (financing mix) ☒ Pipeline of bankable and market-ready projects
<i>Contributions to Jobs and Social Protection Transitions</i>	
GA policy priorities addressed by the JP	☒ Social protection extension including access to health care. ☒ Decent jobs creation. ☒ Skills development. ☒ Support to small and microenterprises. ☐ Others please specify:
Just transitions that this JP enables	☒ Formalization of employment and enterprises ☒ Agri-food systems transformation.

	☒ Just Energy Transitions. ☒ Climate change adaptation and mitigation. ☒ Structural transformation of the economy (specify sectors: *Agriculture-Biomass) ☐ Demographic transition leading to specific care support. ☒ Access to the labour market for specific groups (e.g. youth, women, persons with disabilities) ☐ Others please specify:
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JOINT PROGRAMMME DESCRIPTION

1. Executive Summary

Namibia, an Upper Middle- Income Country, faces significant challenges despite its political stability and progress towards Vision 2030 and Agenda 2063. The country has made some strides in socio-economic planning but struggles with persistent structural issues including high income inequality, unemployment and poverty. Economic growth is influenced by global crises such as fluctuating commodity prices, the covid-19 pandemic, and the collateral impacts of the Russia-Ukraine war. Namibia’s economy remains highly dependent on commodity exports with limited value addition and economic diversification rendering it vulnerable to global market changes.

The Namibia economy faces high unemployment (33.4% in 2018), widespread poverty (19% of the population living on less than \$2.15 per day in 2023), and significant income inequality, with a Gini coefficient of 0.59. Structural constraints limit productivity and economic potential, particularly in manufacturing, agriculture and biomass, which are underdeveloped and characterized by high informality. The lack of relevant skills and financing for value addition limits opportunities for diversification and trade and low labour absorptive capacity further exacerbates these issues.

To address these challenges, this Joint Programme is focusing on key policy and strategic areas:

- **Coordination of Employment creation:** Prioritizing job creation in an integrated manner across socio-economic planning and programmes.
- **Youth Employment and Entrepreneurship:** Generating sustainable decent employment for youth and reversing high unemployment rates.
- **Social protection expansion:** Enhancing coverage in old age, disability pensions, and unemployment benefits, and exploring improvement in maternity protection.
- **Formalization Strategy:** Developing a national strategy to formalize enterprises and jobs.

These priorities were shaped by extensive consultations with government stakeholders, UN agencies, financial institutions, employers’ organizations, trade unions and civil society, aligning with national and global development frameworks.

Namibia is exploring economic diversification beyond its traditional sectors with focus on labour-intensive sectors and new growth areas such as green hydrogen, oil and gas. Biomass, as a renewable energy source, presents opportunities for diversifying energy sources and improving agricultural productivity.

The Joint Programme is poised to drive transformative change by integrating labour market interventions with social protection, focusing on gender and youth empowerment, and formalizing the informal economy. It targets scalable job creation within the agriculture and biomass sectors, with plans to prototype in regions where interventions are currently ongoing and expand through

financing of MSMEs nationally. The initiative aims for rapid implementation, with key activities set for completion within two years, emphasizing quick wins and concurrent actions. Sustainability is addressed through institutional strengthening strategic partnerships, and community ownership, supported through diverse financial resources.

The programme aligns with local and national strategies, reinforcing domestic financing through the Integrated National Financing Strategy to support Namibia's National Development Plan 6. These strategies aim to address poverty, inequality, unemployment, gaps in social protection, and slow economic growth by focusing on short-term gender responsive initiatives. Gender responsive initiatives within this JP focus on: a) improvement of policy, legal and budget creation framework, building on reforms announced or initiated by GRN such as extension of maternity benefits; institutionalizing gender responsive budgeting with a focus on budgets for employment and social protection policies; b) creating employment opportunities and jobs in agri and biomass sector where a share of jobs will be targeted to women and girls with new services addressing care obligations of women workers; and d) ensuring representation of women and girls in all policy, legal and budget planning process on national level as well as in local job creation interventions.

An estimated 5,000 recipients, among them 60% women, will benefit indirectly from the activities of the Joint Programme. Approximately 3,050 shall access new and decent jobs and social protection services – particularly women, youth and persons with disabilities.

This Joint Programme will be implemented under the leadership of Government of Republic of Namibia (GRN) within the existing coordination mechanisms. Regional Councils and Local Authorities will be fully engaged with UN support under the Global Accelerator and the UNSDCF framework.

The lead Government agencies are the Ministry of Labour, Industrial Relations and Employment Creation (MLIREC); Ministry of Finance and Public Enterprises (MoFPE); and the National Planning Commission (NPC). The Troika+ consists of three (3) co-chairs: the Minister of FPE, Director-General of NPC and Minister of MLIREC, who will have the responsibility for all-round high-level coordination of the GA and will report to His Excellency the President of GRN.

To facilitate smooth implementation and oversight of the JP, a Steering Committee and a Joint Programme Team will be set up. GRN will designate a co-chair and senior representatives to serve on the **Steering Committee**, including representatives from the Ministries of Finance, Labour and the NPC, Agriculture, Gender, Industrialization & Trade. On the UN side, the RC will co-chair the steering committee, and the representatives of the Participating UN Organizations (PUNOs) will be members of the committee.

2. Baseline and Situation Analysis

Namibia, despite its Upper Middle-Income status, is, globally the world's second most unequal country with respect to income. Yet, it remains a peaceful, politically stable, and a mature democratic country.

Economic transformation, however, remains a significant challenge. Operating within a post-apartheid economic structure, Namibia grapples with three major interconnected structural challenges: income inequality, unemployment, and poverty. Its economy relies heavily on commodity

exports, with limited value addition, aggravating its vulnerability to global market fluctuations. Facing successive global crises, including volatility in commodity prices, the pandemic, and the Russia/Ukraine war as well as erratic climate change, the Namibian economy grew an estimated 4.2 percent in 2023, down from 5.3 percent in 2022. Inflation slightly decreased from 6.1 percent in 2021 to 5.9 percent in 2023. The unemployment rate stood at 33.4 percent in 2018, while 11 percent of those working were living in poverty in 2023. Some 19 percent of population lived with less than \$2.15 per day in 2023 (Table 1).

Table 1: Absolute number of poor people from 2015 to 2023

Year	Number of poor	Additional poor	Poverty status
2015	397237.0116	Base year	Increased
2016	411007.0692	13770.058	Increased
2017	447128.1403	36121.071	Increased
2018	461994.21	14866.07	Increased
2019	493915.752	31921.542	Increased
2020	512726.3578	18810.606	Increased
2021	506847.7529	-5878.6049	Decreased
2022	514292.5214	7444.7685	Increased
2023	523241.7237	8949.2023	Increased

Source: UNECA calculation based on the World Bank data base, 2023

The country's underlying constraints to structural transformation persist, limiting its potential to tap into opportunities for industrialization and trade. These challenges also perpetuate the disparity between the formal and informal sectors, in their respective contribution to the total employment and social protection coverage. The economic outlook for Namibia, however, seems favorable on account of emerging areas such as green hydrogen, oil & gas.

Nevertheless, there is a need to accelerate the momentum towards employment-rich growth and for increased social protection coverage such that low skilled workers, particularly youth and women, persons with disabilities, people engaged in agriculture, older persons, indigenous peoples and people who live in rural areas are not left behind. Namibia is making efforts to enhance and institutionalise social dialogue across sectors and increase capacities of workers and employers for collective bargaining. The JP will support these efforts through specific interventions empowering workers and employers transiting from informal to formal economy, in biomass and agriculture sectors to adopt social dialogue principles and to engage in collective bargaining. These sector specific interventions will be complemented with relevant interventions on national level to strengthen formal social dialogue mechanisms. This JP will therefore focus on a human rights-based approach (HRBA) to inclusive growth and development.

Namibia is taking measures towards economic diversification and exploring potential sources of "new growth", beyond mining (Table 2), and to go "Beyond GDP" and prioritizing labour-intensive sectors. Namibia's Real GDP growth is expected to moderate to 4.0 percent in 2024 and 3.9 percent in 2025. This growth is expected to accelerate, in the near term, with the exploitation of oil, gas and green hydrogen resources, which currently has limited labor absorptive capacity. The exploration of the contribution of 'green industrialized economy' and of the potential of the agricultural sector, including the emerging biomass sector to create new and decent jobs are being prioritized.

Table 2: Primary Industry composition and growth (% change)

Industry	2019	2020	2021	2022	2023	2024	2025
Primary	-6.4	-6.0	6.4	12.9	3.2	3.6	2.5
Agriculture, forestry fishing	-3.1	6.3	1.3	2.6	-3.0	-2.8	4.5
i. Livestock farming	5.3	-10.1	-3.6	1.2	-3.2	-4.7	5.4
ii. Crop farming and forestry	-31.7	77.3	5.5	4.3	-3.2	-5.2	6.4
iii. Fishing and fish processing on board	8.1	-9.0	1.9	2.3	-2.6	0.5	2.4
Mining and quarrying	-8.7	-15.0	10.1	14.9	7.3	4.9	
i. Diamond	-16.4	-14.8	0.0	45.1	5.5	9.7	-1.5
ii. Uranium	-4.4	-8.7	15.3	-2.5	14.8	5.2	5.8
iii. Metal ores	14.0	-20.7	0.3	0.5	12.1	3.4	4.1
iv. Other mining and quarrying	5.1	-18.4	52.7	-2.5	5.8	5.0	5.8

Source: Author with data from Bank of Namibia (BON)

Biomass as a product of organic material (plant and animal) presents an opportunity for diversifying the renewable energy mix, integrating waste management, forestry and other sectors, enhancing the agri-systems value chain (Figure 1). Biomass processing enhances agri-systems transformation through improved productivity that emanates from more cleared rangeland and water security through an improved water table. Namibia has identified potential fifteen viable bush-processing value chains to be explored and scaled, which require farmer participation in land use and in the harvesting of bush material through bush clearing, and in the use of restored rangelands. At a national level, biomass production is an emerging value chain with substantial job creation potential and direct contribution to the country's gross domestic product (GDP).

Figure 1: Fifteen viable bush-processing value chains

CHARCOAL	WOOD CHIPS	COMPRESSED FIREWOOD	FIREWOOD	ANIMAL FEED
WOOD PELLETS	POLES	WOOD_CEMENT BONDED (WCD) PRODUCTS	MEDIUM DENSITY FIBRE (MDF) PRODUCTS	ANIMAL FEED
WOOD-PLASTIC COMPOSITE (WPC)	PARQUET	SHINGLES	TRADITIONAL MEDICINE	ARABIC GUM

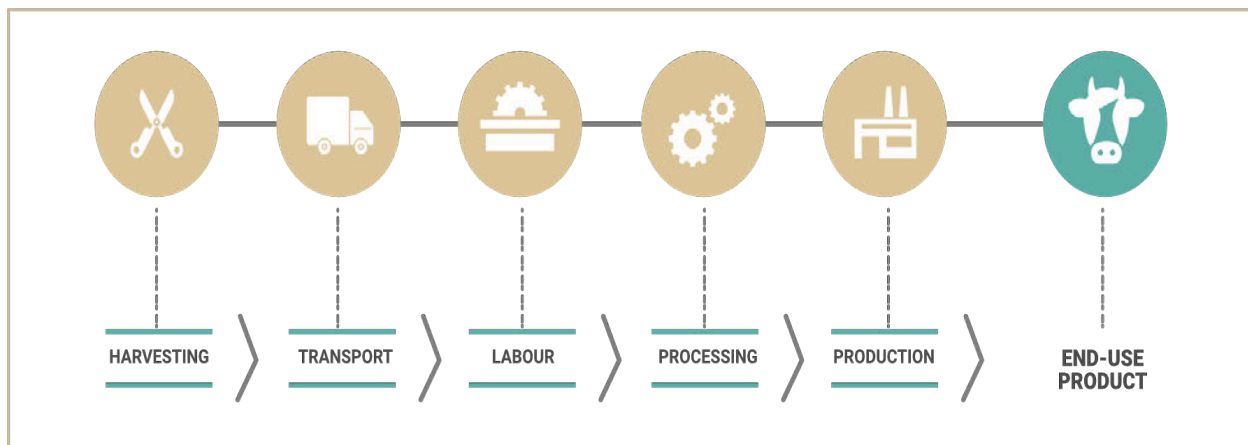
Source: Government of the Republic of Namibia, 2019. "Strategic Action Plan for Sustainable Bush Value Chains in Namibia."

Namibia's biomass and charcoal industry represents a pivotal pillar of the nation's economic landscape, serving as a vital source of employment, income, and socio-economic progress, particularly for emerging entrepreneurs and indigenous communities residing in rural areas. Despite its significant contributions, the industry grapples with a myriad of complex challenges that pose significant barriers to the advancement and sustainability of start-up producers and indigenous communities. These challenges encompass a broad spectrum, ranging from the scarcity of accessible

financial resources and limited technical expertise to transport challenges and inadequacy of supportive regulatory frameworks tailored to the unique needs of these marginalized stakeholders.

Agriculture will also benefit from biomass products including bush feed for animal feed, and also biochar for enhanced soil fertility, for improved production, and in the enhancement of Agri-Systems value chain with employment potential (Figure 2).

Figure 2: Employment potential across the Biomass value chain



Type of Employment	Raw material supply	Raw material cleaning	Processing	Product development	Packaging and branding	Warehousing	Marketing and Sales	Adm/Mgt	Est. Number per operation
Unskilled to Semi-skilled (50-75%)	15	4	2			2			23
Semi to Fully skilled (15-25%)			2		2		1		5
Skilled to Tech. Competencies (5-15%)							1	1	2

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Source: Government of the Republic of Namibia, 2019. "Strategic Action Plan for Sustainable Bush Value Chains in Namibia."

As a part of efforts to maximize these opportunities, the Government has intensified joined-up policy making, underpinned by identification of financing opportunities and leveraging investments from private sector for employment creation. There exists a wide gap between the social sector spending at 50.7 percent of the 2024/25 budget and only 12 percent for interventions promoting growth enhancement and job creation. In addition, Namibia faces challenges in generating the fiscal resources needed for stimulating job creation opportunities, social spending and providing services to vulnerable and marginalized populations. The Integrated National Financing Framework (INFF) to be adopted within the National Development Plan 6 shall align both public and private sector resources for enhancing employment creation and extension of social protection. Additionally, key sectoral policies aligned with the Vision 2030 will be integrated into the final National Global Accelerator Roadmap.

The national GA fora have raised the need to a) re-orient national budgeting towards pro-employment policies across sectors in the current budgeting cycle and to explore potential to restructure financing in agriculture to better reflect employment creation potential in agricultural sector; b) the need for deep analysis of macro-economic policy and its impact on employment policies; c) the need for fiscal space analysis to detect opportunities to increase domestic financing for employment and social protection policies; and d) identification of potential for investment from development banks and private sector.

2.1. CCA and CF context summary

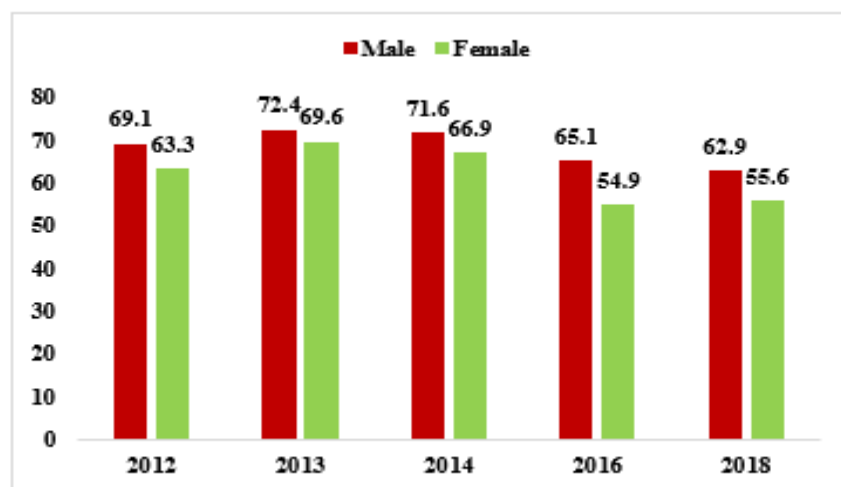
Namibia is a relatively small economy with a labour force of only 1.1 million people as of 2018 but that has been growing fast as more women enter the labour market. Since 2012, the Working Age Population (WAP) has been growing at 2.6 percent per year driven largely by young people. The WAP totals 1.5 million people, of whom 52 percent are women. The labour force, however, has grown twice as fast because of increasing participation rates. These increased from 69 percent for men and 62 percent for women in 2012, to 73 percent and 69 percent respectively in 2018. Hence, the very rapid entry of women in the labour market – probably itself a reflection of precarious livelihoods - has been the main force behind the expansion of the labour force. Today, there is a more or less equal number of men and women in the labor market. (Source: ILO, 2024, forthcoming)

Prior to COVID19, Namibia was facing high unemployment and underemployment, low labour productivity, and widespread informality challenges. By 2018 the national unemployment rate had reached 33.4 percent according to the latest Labor Force Survey, and it was very high at 46.1 percent among young people, who make up 71.1 percent of population. Although Namibia made strides on Global Gender Gap Index in 2020 and 2021, women are faring worse than men on almost all employment indicators; they face significant challenges in the labour market, including relatively higher unemployment rates, limited access to education and vocational training, and widespread discrimination. These barriers are compounded by inadequate workplace accommodations and cultural stigma, which further restrict their participation in formal employment. Women constitute 48.5 percent of unemployed youth aged 15-34 years and 37.1 percent of overall 34.9 percent of youth not in employment, education or training (NEET). The higher share of women in the NEET group and women in informal employment indicates lack of organized support for child/family care obligations in the social context where women are expected to perform bulk of care duties.

Approximately 70 percent of unemployed people have been without a job for more than one year. Among those people who were employed, 70 percent were in the sectors with the lowest labor productivity and 58 percent (of which 61.2 percent were women) in informal jobs. Furthermore, another 31.6 percent were in vulnerable employment in 2018 ^{2 2}. This is in part the reflection of the very low level of human capital of the labor force, where close to 70 percent of workers have less than secondary education.

^{2 2} <https://www.ilo.org/media/324131/download>

Figure 2: Labor force participation rate %, (2012-2018)



Source: Namibia Statistics Agency

In the absence of reliable and recent unemployment statistics, and years of negative or poor economic growth, exacerbated by the impact of the COVID-19 pandemic, the energy and food crisis emanating from the Russia-Ukraine war, current unemployment levels could well be higher than the 2018 levels. The challenge for Namibia is not only to create jobs but to ensure the work is decent.³

With pre-pandemic public expenditure of an estimated 3.8 percent of GDP for social protection, Namibia's effective coverage of population with at least one social protection benefit was 24.2 percent. Coverage nearly doubled due to programmes introduced in response to the impacts of COVID-19. Nevertheless, the coverage of working age population is low at 22 percent. Only one third of persons living in poverty have access to social assistance, while support for the unemployed is sporadic. The adequacy of benefits to support people out of poverty is limited, unemployment benefits do not exist, and active labour market policies are limited in scope and coverage.

Protection in case of maternity extends to public servants and persons in all sectors covered by the Social Security Act, 1994 and/or by Section 26 of the Labour Act, 2007. There is no general maternity protection for all mothers with new-borns. Namibia has a universal old-age grant, which is a form of social assistance for all persons upon reaching the age of 60. There is a myriad of insurance based (occupational) pension schemes for formal workers. These schemes neither fully adhere to international social security standards and principles nor are they inclusive of all formal workers. Furthermore, workers with low contributory capacity are often not affiliated with any of these schemes. Article 95(f) of the Namibian Constitution, Principles of State Policy, requires the State to ensure that "senior citizens are entitled to and do receive a regular pension adequate for the maintenance of a decent standard of living and the enjoyment of social and cultural amenities." The Social Security Act, 1994 mandates the establishment of the National Pension Fund but has not been implemented. Taking into account also that the masses of low-paid workers have no savings, that the old-age grant does not meet the Constitutional standard, and that many private pension products provided by employers are dependent on the stock and bond markets, Government has

³ [Namibia Statistics Agency, Namibia Multidimensional Poverty Index \(MPI\) Report 2021, NSA](#)

prioritized the establishment of the National Pension Fund.

Similarly, discussions about maternity protection and comprehensive protection in case of unemployment are ensuing. Recently estimated financing gap for five social protection benefits (children, disability, maternity, unemployment, old age) and health is 2,7percent as a share of GDP.⁴

According to the NSA (Namibia Statistics Agency) 2023 GDP Report, between 2018 and 2023, the real value-added growth rates in agriculture and forestry averaged 50.7percent. Agriculture including forestry and fishing was the highest employment sector accounting for 23.0 percent of the employed persons in 2018 (NSA Labour Force Survey, 2018). The sector is frequently impacted by multiple shocks as most smallholder farmers rely on rain-fed agriculture and rangeland-based (extensive) livestock production systems, rendering a significant number of households to be food and nutrition insecure consistently.

More than half of Namibia's surface area is bush encroached, covering an estimated 45 million hectares with 450 million metric tonnes of wood biomass, with a growth at 3.18 percent per year⁵. Bush encroachment is among the factors which, over the years, has had a negative impact, particularly on livestock production as well as the hydrological cycle through high evapotranspiration rates which in some parts of the country exceeds 2800mm/annum (Atlas of Namibia Team, 2022). With more than 30 million hectares of land being infested with invader bush, land productivity has declined multifold.

Despite its negative features, bush encroachment offers various opportunities and gave rise to the biomass sector – one of the fastest growing sectors in Namibia, employing at least 1 per cent of the Namibian agricultural workforce⁶. The sector is reckoned to be lucrative and among the few that hold solid promise for employment creation and sustainable income generation. However, just like in agriculture, there are concerns associated with the poor working conditions of workers, limited access to social protection and financing risks. Leveraging the 450 million metric tons of biomass could contribute to Namibia's social, environment, and economic welfare³, tackling poverty, unemployment, and food insecurity. There is great potential to utilize invasive bush species in the animal feed, food, pharmaceutical, and energy production sectors.

2.2. Global Accelerator roadmap

Namibia's participation in the Global Accelerator (GA) was approved by Cabinet in March 2023, following a UN scoping mission earlier. This mission consulted with high-level Government representatives, social partners, UN agencies, development partners, financial institutions and others. Namibia's official request to the UN Secretary General culminated in the country being designated as a Pathfinder Country. Namibia's draft roadmap, presented at the United Nations High-level Policy and Financing Dialogue in September 2023, identifies four key entry points for policy innovation and reforms to accelerate job creation, reduce poverty and facilitate just transition in Namibia.

⁴ <https://www.ilo.org/publications/financing-gap-universal-social-protection-global-regional-and-national>

⁵ [Strategic plan, Sustainable Bush value chains, Namibia, 2019](#)

⁶ [Namibia Biomass Group](#)

The four priority areas of focus and their objectives are:

- i. **Coordination of employment creation** - place employment creation at the centre of planning and programmes for socio-economic development
- ii. **Youth employment and entrepreneurship** - create sustainable decent employment for youth and reverse the high rate of youth unemployment.
- iii. **Expansion of social protection coverage** - introduce effective social protection in the areas of old age/disability pensions and unemployment, and to investigate the strengthening and expansion of maternity protection and
- iv. **Formulation of a national formalization strategy** - to develop a national strategy for formalization of enterprises and job

These priorities emerged from an extensive co-creation process through a series of national consultative workshops involving government stakeholders, UN agencies, financial institutions, and civil society and was informed by the National Development Plan 5, Harambee Prosperity Plans I & II, Agenda 2030, and other relevant policy frameworks.

The roadmap acknowledges that a sectoral approach is key to advancing the transformative process. In that regard, the roadmap indicated the importance of promoting decent work in the following key sectors: (i) Green energy; (ii) Agriculture; (iii) Mining; (iv) Tourism; and (v) Construction and infrastructure. Subsequent refinement of priority sectors for the Global Accelerator suggested that the proposal for the HIT Track could be based on Agriculture and Biomass, and this was endorsed by key stakeholders during national Roundtable discussions held in April and May 2024. Building on national consensus on the above priority areas, this joint proposal presents complementary ideas aimed at creating employment opportunities in the Agri-food and biomass sectors and livelihood diversification while enhancing community resilience.

2.3. Opportunities and stakeholders for SDG transition

The Joint Programme hinges on key, mature and ready for scaling-up nationally identified transformative entry points with multiplier effects across SDGs 1, 5, 8, 10 and 17. It aims to place employment creation at the center of interventions in the biomass value chains and explore opportunities to maximise employment creation in agriculture underpinned by capacity strengthening for policy coordination for employment and gender responsive budgetary frameworks.

- (a) **Domain of Change:** The domain of change centers on the intersection of agriculture, biomass management, and the extension of social protection within the broader context of Namibia's economic, climate, and demographic transitions. The Joint Programme seeks to address systemic challenges in these areas, helping to create new and decent jobs, support the formalization of enterprises and workers, and extend social protection coverage by leveraging biomass processing as a transformative tool.
- **Problem Space:** Namibia faces high youth unemployment, informality, bush encroachment, inadequate social protection, economic shocks and structural vulnerabilities, climate risks, and demographic shifts (e.g., youth bulge and urbanization). There remains a glaringly weak system for the coordination of policies and programmes to address unemployment particularly for youth and women.

- **Solution Space:** Addressing existing challenges through targeted interventions in biomass harvesting and processing, macro-economic, employment and social protection policy reforms. Capacity building, diversification of financing sources and facilitating access to financing for MSMEs will be aligned with the economic transformation and climate resilience goals of the UNSCDF.

Pathways to Change

Problems	Solutions/interventions	Pathways of change
High unemployment especially among youth (15-34), underemployment, working poverty and poor working conditions and significant informal employment with lack of social protection coverage	Strengthened policy frameworks and coordination for employment promotion and decent work Support policy reforms towards prioritizing employment in the national budget, national development policies and plans; and targeting of key sectors with highest potential for job creation and decent work promotion including the informal economy and through agri-systems transformation. Agri-Systems: Support investments in agriculture through conducting EmpIAs to identify interventions with high employment creation potential. Promote integrated and market-oriented production with coordinated aggregation and logistical support and value-added processing and packaging systems, targeting fodder production and other value addition activities; enhance skills and core capacity on production and processing at scale. Projected: At least 50 MSMEs, with a potential to create 500 jobs. Establish coordination and integration mechanisms and linkage systems between off-takers and producers. Biomass: Enable harvester models linked to a processing hub that enables value addition. Interventions include activities that will entail training of harvesters in sustainable harvesting methods, entrepreneurship, business advisory, mainstreaming IT applications to support sustainable species harvesting, formalization, access to social protection coverage. Projected: 2,000 harvesters and additional new 100 MSMEs employing at least 3 persons each (Cooperatives) over 2 years = 2300 jobs Enable a harvester model linked to dates & palm trees residues that can also be utilized in various forms such as animal feed. Open channels of biomass value chain development in the Namibian Southern regions. In addition, the waste will be utilized in organic fertilizer processing. These will	Employment promotion and Coordination - Strengthen policy and institutional capacities to promote and coordinate employment and accelerate job creation with interventions in the agriculture and biomass value chains. - Finalize and implementation of the 3rd National Employment Policy to promote an integrated and coordinated approach to job creation. - Support the establishment of a Coordination Mechanism for employment promotion including for employment and gender friendly budgeting. - Conduct Employment impact (EmpI) and Skills for Trade and Economic Diversification (STED) assessments and a diagnostic of the informal economy to identify priority sectors for employment creation and decent work promotion. Economic diversification and decent job creation - Enhance productivity and capacity utilization in biomass and agriculture sectors through value addition activities promoting community shared ownership. - Create direct and indirect jobs particularly for women and youth and persons with disabilities by supporting value addition, and harvester models. - Implement renewable energy solutions in agri-food systems to boost productivity and sustainability. - Foster skilling through entrepreneurship and business advisory interventions for economic diversification to reduce dependency on a few sectors and mitigate impact of global market fluctuation. - Strengthen capacity of cooperatives and MSME's to formalize, adhere to international labour standards and adopt Labour, Social and Environmental Standards.

	help create a link to agriculture in the South and elsewhere in the country. Projected: 200 harvesters in the south of Namibia and 20 MSMEs (Cooperatives) employing at 2.50 persons over 2 years. Scale the SDG Impact Financing Facility as a blended finance mechanism for de-risking private Investment through public and philanthropic funds to support MSME development.	Economic Empowerment and MSME development • Leverage regional and international trade agreements to improve access and enhance production capacities. • Advance public-private partnerships to enhance impact investment and scale. • Provide innovative financing solutions and entrepreneurship training to drive innovation economic growth. • Increase economic participation and benefits for women, youth and marginalized groups and communities by enhancing MSME productive capacities.
Lack of comprehensive, integrated, efficient and universal social protection both contributory and non-contributory	As a key intervention, the JP will strengthen national social protection and employment programmes and systems to address existing gaps in social protection coverage and adequacy: This includes: • Using the agriculture and biomass sectors, develop and implement prototype frameworks for expanding social protection to workers in these sectors, for scaling up to other sectors of the economy, with special attention to women and youth. Through evidence generation, the JP will also support national partners in overcoming structural constraints to productive employment, and support just transition. These include implementing the established framework for an inclusive National Pension Fund, and the expansion of maternity protection and childcare services. • Support formalization, formation and/or revival and registration of organized business entities such as farmer's cooperatives and associations for improved coordination, integration and access to markets. • Strengthen shock responsive, integrated and gender-responsive national social protection systems to sustain consumption and human capital development and protect people equitably. This involves (i) support ongoing work to develop digital integrated MIS for social protection with linkages to employment and other national databases, including the use of biometrics to reach marginalized communities without or who constantly lose their ID documents, and thus excluded from social protection (ii) undertake fiscal space analysis to strengthen social protection financing towards universal comprehensive coverage.	Social protection and inclusion • Consensus building and dialogue between government and social partners in strengthening social security in the world of work. • Development of financing framework for implementation of legal and policy frameworks of the National Pension Fund, Employment Insurance Fund design and reduction of informal employment through transitioning enterprises and workers towards formality. • Sustainable Social protection financing – support evidence generation, contribute to the INFS to ensure fiscal space for substantial expansion of social protection coverage. • South-South Cooperation and Knowledge Sharing - encouraging cooperation and knowledge sharing among countries, particularly between those with more advanced social protection systems to accelerate progress towards expansion of social protection. • Leveraging technology and innovation, such as digital management information system and biometrics to enhance efficient savings for the expansion of social protection beyond current coverage.
Vulnerability to climate change, biodiversity loss, and insufficient	Agriculture: Enhanced access to modern solar-powered processing technologies and small-scale irrigation systems to support diversification and minimize post-harvest losses. Biomass	Climate Change, Resilience and Environmental Sustainability • Implement renewable and affordable energy solutions to support

investment in sustainable practices	• Training of harvesters in sustainable harvesting methods, mainstreaming IT applications to support correct tree species harvesting and entrepreneurial skills training. • Implementation of Social Environmental Safeguards Procedures with a focus on developing an Environmental Social Management Framework and Plans(s). The plans will address international labour standards, Indigenous Peoples Plan, Grievance mechanism, Private sector due diligence and Impact investing integration as applicable. • Engage the private sector to create inclusive insurance to protect natural assets and reduce vulnerabilities of communities.	environmental sustainability and reduce GHG (greenhouse gas) emissions in the agriculture sector. • Promote sustainable management of natural resources and biodiversity through ESMPs • Enhance institutional and community capacities for climate change resilience and disaster risk reduction. • Introduce inclusive insurance tools to protect natural assets and reduce vulnerabilities.
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Contribution to Systemic Transitions

Economic and Structural Drivers:

- **Economic Diversification:** Through financing and promotion of biomass harvesting and processing as part of a broader strategy to diversify Namibia's economy, leveraging agri-systems transformation, alternative energy sources and strengthening and the expansion of the value chains.
- **Sectoral productivity:** Supporting implementation of policy and institutional reforms towards financing and coordination of employment creation, formalization and social protection extension within the biomass sector to demonstrate pathways for scaling-up in other sectors.
- **Impact:** Strengthened national policy and institutional architecture to adequately finance and implement catalytic and coordinated interventions to create jobs in the agriculture sector and biomass value chain, facilitating formalization, and extension of social protection for just youth, gender, climate and energy transitions

Climate Transition:

- **Sustainable Practices:** Leveraging biomass and agriculture processing as a climate-smart agricultural practice that mitigates environmental degradation and supports sustainable land management.
- **Resilience Building:** Strengthening community and institutional capacity to adapt to climate change, ensuring that biomass and agriculture initiatives are resilient and sustainable.
- **Impact:** Contribution to climate action and affordable and clean energy through sustainable energy solutions and reduced carbon emissions.

Demographic Transitions:

- **Youth Employment:** Leverage the youth dividend by creating decent jobs in the biomass and agriculture sector, with a focus on skills development and entrepreneurship, as well as facilitating the transition towards formality.
- **Social Protection:** Designing and piloting of social protection schemes for rural and agricultural workers pursuant to the Social Security Act, 1994; and simplifying administrative procedures for social insurance contributions for informal workers; supporting workers' registration with mandatory pension system, all pursuant to the Social Security Act 1994.

- **Gender Equality:** Creation of employment opportunities for women and extension of social protection especially Maternity Protection coverage and social protection schemes; and introduction of workers with family responsibilities policies and practices through trainings and use of guidelines for equality of treatment, adaptations to meet care needs of workers with children. Interventions within legal and policy space will be synchronized with on-going attempts to institutionalize gender sensitive budgeting and employment impact assessments which consider gender perspective. Namibia's National Assembly has approved the ratification of Maternity Protection (C183) and the Workers with Family Responsibility Convention (C 156) with worker's organizations to advocating for analysis of national legislation vis-à-vis Social Security (Minimum Standards), 1952, N0.102
- **Urbanization and Migration:** Addressing challenges related to unchecked urbanization by fostering rural employment opportunities, thus reducing rural-urban migration pressures.
- **Impact:** Improved living and working conditions; reduced income inequality and resilience of communities, inter-generational solidarity and social justice.

(c) Key Stakeholders: MLIREC in close partnership with the Ministry of Industrialization and Trade (MIT) and Ministry of Agriculture, Water and Land Reform (MAWLR) will lead this effort. Institutionalization of tools to measure impact of employment, social protection extension and support transition to formal economy and financial resources allocated for employment creation will integrate measures to promote gender equality, human rights, pro-poor and marginalized groups.

Integration with Broader Stakeholder Impact:

The Joint Programme contributes to the broader socio-economic and development objectives of Namibia by aligning with government policies, private sector initiatives, and civil society efforts, the Joint Programme will contribute to national development goals and support the achievement of multiple SDGs (Sustainable Development Goals).

Sector	Partner	Domains of Change				
		Skills Development and Economic Diversification	Economic Empowerment & MSME development	Climate Change, Resilience and Environmental Sustainability	Social Protection	Coordination
Government	Ministry of Labour, Industrial Relations and Employment Creation (MLIREC)	X			X	X
	Ministry of Finance and Public Enterprises	X	X	X	X	X
	National Planning Commission					X
	Ministry of Industrialisation and Trade (MIT)	X	X	X	X	X
	Ministry of Agriculture, Water and Land Reform (MAWLR)	X	X	X	X	
	Ministry of Gender Equality, Poverty Eradication and Social Welfare		X		X	X
	Ministry of Sport, Youth and National Service (MSYNS)	X				X
	Ministry of Environment, Forestry and Tourism		X	X		
	Namibia Investment Promotion Development Board	X	X			
	National Youth Service	X	X			X
	National Youth Council of Namibia	X	X			X
	Social Security Commission				X	
	Namibia Informal Sector Organization (NISO).		X		X	
	Related Producers Organizations (e.g. Namibia Agricultural Union, Namibia National Farmers Union, etc.)		X	X		
Civil Society Organization	Indigenous Peoples representatives		X		X	
	Women in agriculture			X		
	Namibia Rural Women Assembly		X	X		
	Organizations for Persons with Disabilities	X	X	X		

Workers' Organizations	National Union of Namibian Workers (NUNW)		X		X	
	Trade Union Congress of Namibia (TUCNA)		X		X	
	Namibia National Labour Organization (NANLO)		X		X	
Employment and Business Member Organizations (EBMOs)	Namibia Employers Association		X		X	
	Namibian Employers Federation		X		X	
Private Sector	Namibia Chamber of Commerce and Industry	X	X	X		
	Namibia Local Business Association	X	X	X		
	National Advisory Board on Impact Investing	X	X	X		
Financial Institutions (incl PDBs)	Bank of Namibia	X	X			
	Agribank	X	X			
	AFDB (African Development Bank)		X			
Youth organizations	Youth in Agriculture	X		X		
	National Youth Climate Action Network for Namibia		X	X		

3. Programme strategy and Theory of Change

The Joint Programme derives from the Draft Namibia National Roadmap on Global Accelerator for Jobs and Social Protection and the on-going collaboration between the United Nations and the Government of Namibia as outlined in the Draft UN Sustainable Development Cooperation Framework (UNSDCF) informed by a Common Country Analysis (CCA). It provides the rationale and description of anticipated results and the systemic Theory of Change for the Joint Programme including a clear results chain outlining outcomes, outputs, activities and risks and assumptions.

3.1. Systemic Theory of Change

The Theory of Change (ToC) is informed by the UNSDCF (Pillars 2 and 4) and GA High Impact Transformations (HIT 1-4). The overall Joint Programme Objective is that *national social protection and employment programmes and systems are enhanced through a coordinated and integrated employment ecosystem supported by a sustainable financing framework*. This will be achieved,

IF national policy, legal and financial, frameworks for employment creation and coordination, universal social protection, and formalization are strengthened; and capacities of institutions and communities are built to implement innovative approaches using integrated financial services to add value to production and facilitate just transition in the biomass and agriculture sector: **THEN** new decent jobs for young people, women and marginalized groups will be catalyzed; enterprises and workers will be formalized and social protection coverage will be extended by 2026.

Therefore, this JP will focus on two strategic areas i.e. Strengthened institutional capacities to coordinate and implement integrated policies; and financing towards universal social protection and job creation for just transitions.



THEORY OF CHANGE:

GA on Jobs and Social Protection

Drivers of Change/
TransitionsEconomic &
StructuralClimate
TransitionDemographic
TransitionLINKS TO NDP
AND SDGs

i) NDP 6 Pillar II (Economic Recovery, Transformation & Resilience) and NDP 6 Pillar (Human Development & Community Resilience). ii) SDGs – 1, 5, 8, 10, 17. iii) UNSDCF Pillars 2 and 4.

JP OBJECTIVE

By 2026, national policy and institutional architecture is strengthened and adequately financed to catalyze coordinated youth employment in the agriculture sector and biomass value chain, facilitate formalization, and expand social protection for just transitions

CF OUTCOMES

Outcome 1(CF Outcome 2)-By 2029, Namibia has a diversified, resilient, and human rights ECONOMY that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities.

Outcome 2 (CF Outcome 4)-By 2029, young people, women, and marginalized communities, have equal access to, and use of quality, affordable, gender-inclusive, and human rights-sensitive BASIC SOCIAL SERVICES.

SYSTEMIC CHANGES

Strengthened institutional capacities to coordinate and implement integrated policies for job creation and universal social protection



Strengthened financing towards universal social protection and job creation for just transitions.



By 2026, new and decent jobs are created, enterprises and workers are formalized and covered with social protection

JP OUTPUTS

Output 1.1 (CF 2.1): Strengthened productive capacities of institutions to implement sustainable, diversified economic value addition, with community shared ownership.

Output 1.2 (CF2.3): Strengthened implementation /delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.

Output 1.3 Increased capacities for enterprises and workers to transition towards formality.

1.4 Strengthened policy frameworks and coordination for employment promotion.

2.1 Strengthened policy, financing and institutional capacities for expansion of universal social protection

2.2 Joint programme management, visibility, community, monitoring and evaluation; and reporting

STRATEGIC INTERVENTIONS

Strengthen integration and coordination of national public policies and strategies

Strengthen the national frameworks for adequate and sustainable financing

Strengthen national social protection and employment programmes and systems

Strengthen national ownership and consensus (governance, coordination and multilateral cooperation)

Strengthen innovation and new knowledge, evidence, and tools

PRIORITIZED BOTTLENECKS/
BARRIERS

High levels of multidimensional poverty and inequality.

High employment and social protection financing gap

Low social protection coverage (both contributory and non-contributory)

Lack of decent jobs

High unemployment, particularly among the youth

Lack of capacity in decent job creation and social protection among key stakeholders

Persistent informality

Limited coordination of jobs and social protection

Lack of integrated, digital management information systems for social

Lack of comprehensive and integrated employment and social protection frameworks.

KEY MANIFESTATIONS

- 43.1% and 51.3% of children are multidimensionally poor.
- Monetary poverty is projected at 28.2% and 33.9% for children
- Only 20% of the population is covered by at least one social assistance programme, of which 36% of children are covered by the child grant

- High unemployment at 34.4% and 46.1% among the youth
- High NEET at 34.9%
- 11.% are working poor
- 57.7% of the employed population are in informal employment

UN Namibia 2024 -2026

Assumptions

Sustained political will and commitment to the GA

Strong buy-in and participation by social partners + private sector + IFIs + CSOs

Agriculture and Biomass sectors and value chains have the catalytic potential to create decent jobs

2024 Elections have minimal effect on the capacity to absorb resources and execute programs

High economic growth impacting job creation potential

Links to SDGs and SDG Transitions:

The Joint Programme is designed to drive systematic change by aligning with several key SDGs. It will be implemented on the assumption that strengthening national policies, strategies and frameworks related to job creation, productive social protection, and formalization (Target 1.3, Target 8.3, Target 10.4) will create the necessary foundation for broad based economic growth. Enhancing the capacities of institutions and communities to implement these frameworks, alongside fostering a diversified economy with value addition, is expected to lead to higher levels of economic productivity (Target 8.2). By improving access to diversified, innovative, and integrated financial services, the program aims to reduce poverty and inequality (Target 10.4) while facilitating just transitions, particularly in the agriculture and green energy sectors. Furthermore, the JP emphasizes the importance of ending all forms of discrimination against women and girls (Target 5.1).

The JP helps to address the development challenges of Namibia, prioritising the SDG Transitions on Decent Jobs and Expanded Social Protection and Climate Change, Biodiversity Loss and Pollution. It leverages the Engine Room Actions including: i) Shifts across policy and regulatory frameworks; ii) Capacity building at scale and iii) Pipeline of bankable and market ready projects.

Assumptions:

The JP assumes: i) Sustained political will, appreciation and commitment to the GA; ii) Strong buy-in by social partners, private sector, IFIs and CSOs; iii) 2024 elections have minimal effect on the capacities to absorb resources and execute programmes, and v) High economic growth in productive sectors with job creation potential, iv) agriculture and biomass will have high impact gender equality.

3.2. Description of the Transformative impact

By 2026, the Joint Programme will have established coordinated multi-stakeholder pathways for the transformation of Namibia's agriculture and biomass sectors by fostering economic diversification, climate resilience, and demographic-responsive strategies. Biomass harvesting and processing will serve as a catalyst for creating decent jobs, particularly for youth, formalizing enterprises, and extending social protection. This transformation, driven by coordinated efforts across policy, institutional capacity, and stakeholder engagement, shall contribute to a more inclusive, resilient, and sustainable economy, aligned with Namibia's SDG commitments.

The Theory of Change envisions a future where Namibia's agri-systems and green energy sector are at the forefront of economic diversification, climate resilience, and demographic adaptation. Through strategic interventions and the engagement of a broad range of stakeholders, the Joint Programme aims to create a sustainable and inclusive economy that supports youth employment, formalization, and social protection, in line with the SDGs, the UNSDCF (United Nations Sustainable Development Cooperation Framework), the Namibian Roadmap for the implementation of the Global Accelerator (GA) and national development plans. The success of this transformation is contingent on key assumptions related to policy stability, stakeholder coordination, and resource availability.

By the end of the Joint Programme, the proposed interventions will have achieved significant, lasting changes across various dimensions, leading to systemic transformation in Namibia's economy. These transformative and systemic changes and impacts are as follows:

New or Increased Resource Flows:

- A robust pipeline of biomass harvesting and processing projects ready for financing.
- Increased investment flows to MSMEs in the agriculture and biomass sectors, supported by public-private partnerships.

- Leveraged resources from the national budget and financial institutions to scale up employment creation at local/sectoral/regional levels and social protection initiatives.

Norms/Policy/ Legislative/Regulatory and Institutional Framework:

- A shift in national and local norms towards prioritizing employment in the national budget, national development policies and plans; and targeting of key sectors with highest potential for job creation including through agri-systems transformation.
- Strengthening and adoption of new policies supporting decent work in agriculture, expanded social protection, and climate resilience.
- New or amended labour, social protection and legislation/policies regulating registration of MSME's to facilitate formalisation of jobs and enterprises in the biomass sector.
- Strengthened institutional frameworks and enhanced financial flows to support the integration of social protection with active labour market policies.
- Enhanced regulatory mechanisms ensuring the sustainability of biomass processing and its alignment with climate goals.

Behavioural Change:

- New incentives for private and public sector investment in biomass processing and formalization of workers and enterprises.
- Increased participation of youth, women and marginalised people in the formal economy due to targeted employment and social protection programmes.

KPIs/Performance of the System:

- Improved service delivery in social protection and employment services, with KPIs reflecting increased job creation, formalisation, better coverage and efficiency.
- Enhanced MSME and agricultural productivity and sustainable resource management, as reflected in national performance indicators.

Relationships/Partnerships:

- Strengthened and coordinated partnerships and collaboration amongst government, private sector, civil society, international development partners and public development banks.
- Pro-employment and social protection financing more effective, mainstreamed in sectoral policies in systematic and coordinated manner utilising identified domestic and international financial sources
- Mobilise and integrate new actors, including funding partners, local cooperatives and producer associations, actively engaged in the value chains in the biomass sector.

Implementation Arrangements:

- Coordinated, multi-stakeholder engagement in the design and implementation frameworks that ensure more efficient, effective, and equitable service delivery.
- Support towards more inclusive decision-making processes, empowering local communities and vulnerable groups as drivers and beneficiaries of transformation.

Change in Lives and Livelihoods of LNOB Groups

- **Livelihood Improvement:** Significant reduction in poverty and inequality and increase in incomes among the "Leave No One Behind" (LNOB) groups, particularly women, youth, and rural populations.
- **Increased Employment:** Formal jobs created in the agriculture and biomass sectors, for youths, women and marginalised groups.
- **Social Protection:** Expanded coverage of social protection systems, with schemes redesigned to include most marginalized populations.

Progress on Key SDG Targets

- **SDG 1 (No Poverty):** Reduction in poverty rates due to increased formal employment and social protection; and improved food security through sustainable agricultural practices
- **SDG 5 (Gender Equality):** Enhanced gender equality through targeted interventions to empower women through employment and enhanced social protection coverage.
- **SDG 8 (Decent Work and Economic Growth):** Increased growth in formal employment and decent work opportunities.
- **SDG 10 (Reduced Inequality):** Decreased inequality through inclusive economic growth and social protection.
- **SDG 17 (Partnerships):** Increased partnerships and coordination on employment creation and social protection.

Capacity Enhancement and Partnerships

- **Capacity Building:** Strengthened capacity of national and local institutions to sustain and scale the impact of the interventions on employment promotion and extension of social protection coverage.
- **Sustained Partnerships:** Ongoing partnerships with the private sector, civil society, and international organizations to maintain momentum for change.

Key pillars of transformative change	Key elements of the joint programme demonstrating transformative change
Integration	• Active Labour Market Interventions linked to social protection services • Gender and youth empowerment • Formalisation • Vulnerable groups and minorities integration. • Extension of social protection coverage to agriculture and biomass sectors for economy wide scaling up. • Leverage linkages between agriculture and biomass sectors. • Budgeting for employment creation and social protection within overall macro-economic policy
Scale	• Both value chains present viable investment case to create jobs at scale including through ancillary sectors such as (packaging, branding, logistics, processing and value addition) that are not accounted for in the projected numbers i.e. (19,550 jobs). • Interventions will be implemented first in the Otjozondupa region as prototypes for scaling up in other regions. Similarly, the models for expanding social protection to workers will initially be implemented in the agriculture and biomass sectors to demonstrate feasibility and impact, following which they will be scaled up to other sectors of the economy, particularly the sectors outlined in the GA roadmap • Policy level formulations will have impact on national level within two years
Speed	• Activities and targets proposed in the JP aim at being completed and on the path to institutionalization in 2 years. • Implementing interventions concurrently • Proposed interventions are quick wins
Sustainability	• Institutional strengthening • Strategic partnerships, including with the private sector for multiplication and acceleration • The JP will build ownership with communities, national institutions, social partners, local private sector, etc. • National budget and leveraging resources from development banks and partners to supplement JP funding for GA implementation
Local context-specific	• Collaboration and strengthening of locally based cooperatives and federations of producers is embedded in the JP model • Local authorities and local government bodies will be fundamental actors within the JP • All interventions are aligned with national, as well as local strategies and policies.

3.3. Joint programme results

Result 1: Strengthened institutional capacities to coordinate and implement integrated policies for job creation and expanded social protection

To achieve this transformative result, the programme will target ongoing initiatives, while scaling efforts to enhance efficiencies and optimize resources. It shall demonstrate impact through employment creation in the agriculture and biomass sectors, and in the informal economy at local and regional levels. The programme will strengthen policy and institutional capacities to promote and coordinate employment and accelerate job creation with interventions in the agriculture and biomass value chains. The key entry point will be the finalization and implementation of the 3rd National Employment Policy to promote an integrated and coordinated approach to job creation and support the establishment of a Coordination Mechanism for employment promotion. Employment (EmpIAs) and skills for trade and economic diversification (STED) impact assessments will also be conducted across key sectors to identify priority sectors for employment creation. Guidelines will be developed for the strengthening of pro-employment and gender friendly macroeconomic policy making and implementation, including the roll-out of pro-employment and gender-based budgeting tools and tags by key government institutions at national, sectoral and regional levels. Pro-employment and social protection public expenditure reviews and dialogue fora will be conducted to assess financing gaps and strengthen social dialogue institutions and mechanisms (both statutory and adhoc) for effective contribution to employment and social protection programmes.

Aligned to the Government's *Strategic Plan for Promoting sustainable bush processing value chains in Namibia*, the JP will follow two tracks to ensure adaptability of the project: i) support harvesters to add value at the point of harvesting to increase productivity, ii) support enterprise models where harvesters are aggregated for combined value addition. Major activities will entail training of harvesters in sustainable harvesting methods, entrepreneurial skills development, business advisory services, mainstreaming artificial intelligence technology for correct tree species harvesting, across the value chain. Activities will also include a strategic framework to enable traceability of workers and the development of microinsurance options to support a decent work agenda. These activities will prioritize inclusion, meaningful participation and empowerment of women, youth and persons with disabilities.

The GA will focus on two sub-projects that have been identified by the government to have the potential for scaling.

Firstly, a harvester model linked to the Biomass Industrial Park in Otjiwarongo as the processing plant. The project aims to target **about 2000 harvesters and 100 MSMEs (60% women led), each generating at least 3 jobs, resulting in 2300 jobs** directly linked to the biomass ecosystem.

Secondly, the JP will further support the harvester model linked to date palm tree residue based in the Southern regions of the country, that can also be utilized in various forms such as animal feed, and organic fertilizer production. A fertilizer plan would be required, and this presents another opportunity for private sector engagement. This intervention will help create a link to agriculture in the South of Namibia and elsewhere in the country. This intervention would target **200 harvesters and 20 MSMEs (60% women led) generating 250 jobs**.

The Ministry of Industrialization and Trade (MIT) and United Nations Development Programme (UNDP) established an SDG aligned financing instrument in 2019 which has since evolved into a revolving fund. This SDG Impact Investment Facility as blended financing mechanism shall support entrepreneurs and cooperatives to scale-up value addition, solution creation and crowding of

financing targeting MSMEs. The facility shall prioritize key impact measurements such as gender equality and women empowerment, persons with disabilities, youth and climate action. The facility will ensure participation of these groups in the value chain creation. It will leverage financing from the private sector and other diversified sources to support the government's priority of employment creation. This intervention will be leveraged to support bankable project pipelines that are linked to the Agribusiness and Biomass value chains and their ancillary (logistics, post-harvest, marketing, branding, packaging, standard, market readiness) chains.

The Facility has mobilized USD 805,000 as a seed fund and for technical assistance to MSMEs, targeting productive sectors through different windows of financing. Additionally, the facility is designed to cater for formal businesses and to support transition of the informal economy to formality through financing and entrepreneurship graduation programming. Through this result area, the GA will expand the offer of the Namibia Integrated Employment Information System (NIEIS) platform through digitalisation to include various government institutions and academia. For the agriculture component, catalytic interventions shall be prioritized focusing on the Namibia Agricultural Investment Plan (NAIP). At least 50 MSMEs, with a potential to create 500 jobs, shall be supported with basic implements, hydroponic fodder structures, bush feed/fodder harvesting machines, and entrepreneurial/business skills to sustain their operations in the long run. Strategic investments in youth and women-led Agribusinesses, shall be supported with solar-powered small-scale processing machinery. This activity would leverage co-funding from ongoing Government (MAWLR & MIT) value addition programs, thereby potentially creating more jobs over the short to medium term.

Building on an informal economy diagnostic study being conducted as part of the suite of initiatives under the Global Accelerator the JP will support the development and implementation of an integrated national policy and legal framework and strategy to facilitate transition to the formal economy/formalization of jobs and enterprises, and with targeted facilitation of formalization in the biomass and agriculture sectors.

Capacity development will target strengthening the capacity of national stakeholders (Employers' associations, Workers' associations, informal economy actors (producer organizations and cooperatives), rural youth organizations, women's organizations, organizations for persons with disabilities and national tripartite social dialogue institutions or mechanisms), including sectoral ones, to address gaps/risks and foster dialogue towards the transition to the formal economy targeting the biomass and agriculture value chains.

The JP will also facilitate the process of ensuring environmental and social safeguards are established for the main target project, applying a framework for improving labour standards, health and safety conditions, and establishing key plans/frameworks such as grievance mechanisms, gender, and indigenous peoples plans.

The targeted enterprises shall be introduced and supported to apply SDG impact measurement standards to ensure alignment of interventions to project goals. Through this pathway the GA will strengthen institutional and community capacities for climate resilience, implementing integrated policies for natural resource and biodiversity management.

Result 2: Strengthened financing towards expanded social protection and job creation for just transitions.

Using the agriculture and biomass value chain, the JP will develop synergistic frameworks / models for extending social protection to targeted farming households (HHs), with a strong focus on women and youth-headed HHs, and harvesters. Developing and piloting integrated prototype models and

simplified social insurance mechanisms to expand social protection is a critical endeavor in fostering inclusive societies and mitigating socio-economic disparities. These simplified mechanisms will be implemented for workers in the agriculture and biomass sectors and will serve as blueprints for scaling up social protection to other sectors of the economy. As the government commits to scaling up these successful models, it demonstrates firm dedication to promoting social justice and fostering resilience in the face of continued crises. This concerted effort not only promises to strengthen and expand social protection systems but also underscores a broader commitment to building a more inclusive and equitable society.

Strategies to finance implementation of the legal and policy framework for the National Pension Fund and introduction of unemployment insurance fund will be developed and financing sources identified. This will support implementation of initiated pension and broader social security reforms forged in consultations between the Government and social partners. Likewise, the feasibility for maternity protection extension will be tested and a gap analysis of social security will be conducted. These interventions are aligned to the recent decision of the National Assembly to ratify Maternity Protection Convention No.183; and progress towards alignment to Social Security (Minimum Standards) Convention No 102. Analysis of social protection legislation and specific schemes (maternity, pensions and protection in case of unemployment) will address issues of life cycle transitions specific to women and their impact on labour market participation, care obligations and income security in old age (related to disruptions in employment due to having children).

Furthermore, the JP will support on-going work to develop digital integrated management information (IMIS) for social protection, particularly development of biometric profile of marginalized (nomadic) communities, linked to the broader social protection system. Biometrics will facilitate ease/ continued accessing of cash transfers, from different locations, precluding use of IDs (given high incidences of lost IDs, including when they itinerate, whilst also reaching those without IDs. It is envisaged that at full deployment, a digital IMIS will help eliminate unintended duplications in beneficiaries, whose savings will be reinvested towards both horizontal and vertical expansion of social protection, thereby reaching currently excluded.

Joint Programme Results Framework

Joint Programme Outcome 1: (UNSDCF Outcome 2)-By 2029, Namibia has a diversified, resilient, and human rights economy that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities.

- *CF Output 2.1: Strengthened productive capacities of institutions to implement sustainable, diversified economic value addition, with community shared ownership.*
- *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.*
- *CF Output 2.3: Strengthened implementation /delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.*

Joint Programme Output 1.1: Enhance employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership.

Activities:

1. Scale up existing and introduce innovative models for sustainable harvesting and value addition in the Biomass, and agriculture sectors with targeted investments in women and youth- led enterprises.
2. Scaling up and capacity building on the use of appropriate technologies (e.g., AI) for sustainable management, control, and use of natural resources (bush material in the context of target areas) and biodiversity, including targeted investments in women and youth- led enterprises focusing on fodder production in strategic hotspots, provided. However, that this must be balanced with the use of employment intensive methods to support employment creation.
3. Apply the International Labour Standards and Social and Environmental Safeguards (SESP, including gender analysis, customize and create awareness & develop capacities for impact measurement and management in MSMEs and communities.
4. Support diversification through coordinated aggregation and value-added processing and packaging systems, targeting women and youth-led cooperatives for biomass value chains and agri-businesses in line.
5. Train MSMEs and extend business development services for entrepreneurship development under the EMPRETEC programme.

Joint Programme Output 1.2: Strengthened implementation / delivery of diversified, innovative, and integrated financial sources and services, focusing on youth and marginalized communities.

Activities:

1. Support the development of partnership with pooled funding based on identified investment/financing gaps and policy dialogue in the biomass value chain through IFI, ODA, public development banks, private sector, or other sources.
2. Leverage the SDG Impact Facility (SDGIF) to expand access to financing (inclusive of microinsurance services) through innovative private-public mechanisms, to cooperatives and MSMEs in the biomass value chain.
3. Design and implement simplified social insurance mechanisms taking into account contributory capacity of women and men working in the agriculture and biomass sector/value chains pursuant to the Social Security Act.
4. Private sector deal brokering for investment in agriculture and biomass.
5. Deal structuring between the National Youth Service (NYS)/National Youth Council (NYC) and private sector.
6. Leveraging funding windows and private sector investment for biomass and agrifood systems through development of investment cases.

Joint Programme Output 1.3: Increased capacities for enterprises and workers to transition towards formality.

Activities:

1. Develop and implement an integrated national policy and legal framework and strategy to facilitate transition to the formal economy/ formalization of jobs and enterprises in the biomass value chain and in agriculture building on current work carried out by MLIREC and MIT.
2. Assess needs and strengthen the capacity of national stakeholders (Employers' associations, Workers' associations, informal economy actors (e.g., producer organizations and cooperatives) rural youth organizations, women's organizations, organizations for persons with disabilities and national tripartite social dialogue institutions or mechanisms, including sectoral ones, to address gaps/risks and foster transition to the formal economy targeting the biomass and agriculture value chains.

3. Support pathways towards the organizing of workers and enterprises in social and policy dialogue including collective bargaining, in the agriculture and biomass sectors.
4. Design and extend support services for the formalization of workers and economic units in agricultural and biomass value chains (with a focus on skills development- recognition of prior learning and/or vocational skills through TVETs, innovative mechanisms-digitalization, incentivizing mechanisms, social and solidarity economy-organizing informal workers that we utilize. incentivizing mechanisms for economic units include simplifying registration or making one payment for multiple government services, etc, etc).
5. Support formalization and strengthen ongoing sustainable bush and responsible bush harvest for charcoal and livestock feed, and fodder production through appropriate standards and interventions including FSC certification and recertification for small holder farmers and cooperatives.

Joint Programme Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work.

Activities:

1. Support the finalization, implementation and monitoring and evaluation of the Third National Employment Policy to promote an integrated and coordinated approach to job creation through a specific coordination mechanism.
2. Conduct and institutionalize employment impact assessments (EmpIA) for the biomass and agriculture sector including interventions in the Namibia Agricultural Investment Plan (NAIP).
3. Support the effective implementation of the National Minimum Wage, including in the agriculture and biomass sectors.
4. Promote the implementation of quality and food safety standards requirements for trade and export of key agronomic and horticultural products in the NAIP.-
5. Develop guidelines for the establishment of pro-employment macroeconomic policy-making and implementation, including pro-employment and gender-based budgeting tools by government institutions at national and sectoral levels. This policy will be implemented across Government.
6. Develop and institutionalize pro-employment (inc. STED) and social protection public expenditure review guidelines with budget tags across all economic sectors. Guidelines will adopt gender equity approaches to inform budget analysis and making.
7. Strengthen social dialogue institutions and mechanisms (both statutory and adhoc) for effective contribution to employment and social protection programmes. Women's organisations will be supported to participate in these fora and voice their interests and rights.

Joint Programme Outcome 2: (UNSDCF Outcome 4)- By 2029, young people, women, and marginalized communities, have equal access to, and use of quality, affordable, gender-inclusive, and human rights-sensitive BASIC SOCIAL SERVICES.

- *CF 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 [1] quality data, focusing on young people and marginalized communities.*

Joint Programme Output 2.1: Strengthened policy, financing, and institutional capacities for expansion of universal social protection.

Activities:

1. Design financing strategy for policy and legal framework of an inclusive National Pension Fund and Employment Insurance Fund. Pension system reform options will address existing gender inequities stemming from lifecycle transitions specific to women and their contributory capacity to pensions which can lead to lower pensions than those of men.

2. Assess the feasibility options for extension of maternity protection, child, and other care services. These options will also explore responsiveness of current budgets to women's engagement in the world of work and propose solutions (links with activity 6 under output 1.4).
3. Undertake fiscal space analysis for investment in the right to social protection financing and conduct gap analysis for possible ratification of ILO Convention 102 on Social Security (Minimum Standards). Fiscal space analysis will use gender responsive budgeting tools.
4. Revamp the digital and integrated management information system for monitoring and measuring the employment and social protection, with linkages to other relevant systems (e.g., Birth Registers, Tax Systems, National Pension Fund, MSME register, Job Seekers Register).
5. Conduct capacity building of Government, Employers and Workers (including informal economy workers) on social security standards and gender mainstreaming in design and implementation of social security programmes.

2.2 Joint programme management, visibility, communication, monitoring and evaluation; and reporting.

Activities:

1. Develop a tool to collect data for the Global Accelerator Results monitoring framework, including labor market information system (LMIS) and high-level indicators, some aligned with the SDGs, and traditional employment or social protection sectors
2. Develop and implement JP Communication and visibility strategy.
 - a) Output verification by M&E teams
 - b) visibility visits by PUNOs, govt and stakeholders
 - c) generating audio visual and print content
3. Stakeholder engagements through national round tables for full roll out of the GA and progress of JP and GA
4. Capacity building, knowledge transfer and sharing of experiences between GA Pathfinder countries in the areas of employment creation, social protection and transition to formality.

3.4. LNOB framework and Human Rights Mechanisms

Below, an overview of who is being left behind or who is the furthest behind in Namibia. It considers five intersecting factors that constitute central driving forces of exclusionary processes. These are: discrimination; geography; vulnerability to shocks; governance; and socio-economic status. Looking across these five factors, the following groups are identified as those that are being left behind in Namibia: Women, children, indigenous peoples, persons with disabilities, older persons, undocumented persons, refugees and asylum seekers, people deprived of their liberty, and young people. Those in the identified groups that reside in rural areas of the country are at risk of being left the furthest behind. They are more vulnerable to shocks and face the most extreme forms of deprivation and/or disadvantage or discrimination. Whereas all groups at risk of being left behind are addressed in the CCA, for purposes of this JP focus is placed on women, youth, persons with disabilities and Indigenous Peoples as those at risk of being left furthest behind in respect of Namibia's labour market.

Article 10 of the Namibian Constitution guarantees equality before the law, and prohibits discrimination on the grounds of sex, race, colour, ethnic origin, religion, creed or social or economic status. Despite its prohibition in both domestic law and human rights treaties to which Namibia is a party, discrimination against certain groups of people is prevalent in practice. Women, indigenous peoples, persons with disabilities and young people are among those who face entrenched forms of discrimination.

Women: In 2022, the Committee on the Elimination of Discrimination Against Women (CEDAW) noted with concern the high incidence of poverty especially amongst women-headed households, women's limited access to bank loans and credit (especially for rural women), the lack of entrepreneurship grants and training for women; and the lack of information on the impact of the State party's efforts to expand the green economy on the economic empowerment of women.⁷ CEDAW accordingly recommended that the government of Namibia:

- a. Take concrete measures to address poverty and ensure gender mainstreaming in its development plans.
- b. Ensure women's equal access to bank loans, mortgages and other forms of financial credit, such as low interest loans without collateral and discounted loans through the Agricultural Bank of Namibia and the Development Bank of Namibia.
- c. Increase women's access to entrepreneurship grants, training and support provided, for instance, by the Ministry of Industrialisation and Trade and by the Community Conservancies, as well as under the Awome programme for decent work and economic security (2017-2020).
- d. Ensure that rural women participate in and benefit from the State party's green economy, such as the Community Based-Natural Resources Management Programme.⁸

CEDAW also noted with concern the high unemployment rate amongst women; the vertical and horizontal segregation of the labour market; the high proportion of women employed in the informal economy without access to social protection; and the widening gender pay gap.⁹

⁷ Committee on the Elimination of Discrimination against Women, *Concluding observations on the sixth periodic report of Namibia* CEDAW/C/NAM/CO/6 (4 July 2022) para 43.

⁸ Committee on the Elimination of Discrimination against Women, *Concluding observations on the sixth periodic report of Namibia* CEDAW/C/NAM/CO/6 (4 July 2022) para 44.

⁹ Committee on the Elimination of Discrimination against Women, *concluding observations on the sixth periodic report of Namibia* CEDAW/C/NAM/CO/6 (4 July 2022) para 39, with recommendations set out in para 40.

Young people: Youth in Namibia experience higher incidences of poverty and unemployment.¹⁰ The Committee on Economic, Social and Cultural Rights (CESCR) previously observed with concern high unemployment rates especially amongst the youth and women, and accordingly made several recommendations to Namibia, including to place the right to work at the heart of relevant policies; to urgently reform and diversify vocational and technical training offers; to create employment in the formal economy and regularize the informal economy; and to improve data collection practices including by conducting the labour force survey as frequently as possible.¹¹

Persons with disabilities: In 2020, the government of Namibia submitted its first report to the Committee on Rights of Persons with Disabilities (CRPD) following ratification of the Convention on the Rights of Persons with Disabilities in 2007. Nevertheless, various other treaty bodies have made recommendations regarding the enjoyment of right by persons with disabilities.

The CEDAW noted in 2022 that women girls with disabilities continue to face barriers when seeking to access inclusive education; that the unemployment rate is high amongst women with disabilities, who are concentrated in low-paying jobs; that legislation such as section 5(1)(e) of the Labour Act (2007) and section 18(2)(b) of the Affirmative Action (Employment) Act (Act No. 29 of 1998) use the medical approach to disability; and that women with disabilities struggle to access food, housing and health care services, including sexual and reproductive health services.¹² Importantly, the CEDAW recommended that Namibia “strengthen its efforts to enhance the systematic collection, dissemination and analysis of data related to women’s rights, disaggregated by sex, age, ethnicity, religion, geographical location, *disability* and socioeconomic context, in all spheres”.¹³ A Human Rights-Based Approach to data disaggregation and analysis will help ensure that people with disabilities – including those subjected to intersecting forms of discrimination and advantage such as women or children with disabilities – can be included in Namibia’s development agenda.

Root causes of the exclusion of persons with disabilities from the labour market and economy in Namibia include discrimination and harmful stereotypes leading to exclusion and marginalisation, inadequate governance, discriminatory laws and policies that adopt the medical model of disability, and a failure to implement laws and policies to ensure reasonable accommodation, including in the labour market.

Indigenous Peoples: Indigenous peoples face multiple and intersecting forms of discrimination and disadvantage in Namibia. Poverty is highest among local language speaking population, including indigenous groups: Khoisan (93%); Rukavango (68%), and Zambezi (54%)¹⁴. Indigenous women, indigenous girls and boys, indigenous youth, indigenous persons with disabilities and others thus face dynamic intersectional discrimination that places them at risk of being left furthest behind in sustainable development processes. For example, in 2022 the CEDAW noted that despite receiving drought relief food, financial support for small-scale projects, seeds and ploughing services,¹⁵ San women and girls – especially in rural areas – continue to face barriers in accessing education, employment, and health services.¹⁶

¹⁰ Namibia Statistics Agency, *The Namibia Labour Survey 2018 report* (2019) <[Microsoft Word - NLFS 2018 Report Final SG 18 March 2019.docx \(d3rp5jatom3eyn.cloudfront.net\)](#)>.

¹¹ Committee on Economic, Social and Cultural Rights, *Concluding observations on the initial report of Namibia* E/C.12/NAM/CO/1 (23 March 2016) paras 29-30.

¹² Committee on the Elimination of Discrimination against Women, *Concluding observations on the sixth periodic report of Namibia* CEDAW/C/NAM/CO/6 (4 July 2022) para 47.

¹³ Committee on the Elimination of Discrimination against Women, *concluding observations on the sixth periodic report of Namibia* CEDAW/C/NAM/CO/6 (4 July 2022) para 56 (emphasis added).

¹⁴ Namibia Statistics Agency, *National Multidimensional Poverty Index (MPI) for Namibia for 2021* (2021).

¹⁵ The Committee notes that seeds and ploughing services are provided by the Ministry of Land Reform.

¹⁶ Committee on the Elimination of Discrimination against Women, *Concluding observations on the sixth periodic report of Namibia* CEDAW/C/NAM/CO/6 (4 July 2022) para 49.

Previously, the CESCR had observed that San communities generally remain disadvantaged in their enjoyment of ESR, and that Namibia should accordingly reassess and monitor the impact of its policies, and revise strategies in consultation with San peoples.¹⁷

In 2023, the Committee on the Elimination of Racial Discrimination (CERD) noted with concern the disproportionately high poverty rate amongst indigenous peoples. The CERD further noted that Namibia's "development policies and programmes, including the basic social grant scheme, do not effectively address the socioeconomic disparities across all ethnic groups or adequately take into consideration the adverse impact of intersecting forms of discrimination on the enjoyment of economic and social rights, including about income and wealth disparities, adequate housing and health

In 2024, the Human Rights Committee noted continuing discrimination against indigenous peoples that led to their marginalisation and exclusion from employment. The Committee repeated its concerns that the State does not recognize communities such as the San, Himba, Ovatie, Ovatjimba, and Ovazemba as Indigenous Peoples, referring to them as marginalized communities. The Committee therefore recommended that Namibia "...take the measures necessary to address the marginalization and de facto discrimination faced by Indigenous Peoples, most notably regarding access to health care, education and employment".

Older persons: According to the National Statistics Agency, 44,5% of older persons experience multidimensional poverty¹⁸. The Independent Expert on the enjoyment of all human rights by older persons conducted an official visit to Namibia from 2 to 13 March 2017, at the invitation of the Government. The Independent Expert noted that older persons in Namibia do not generally enjoy an adequate and decent standard of living. Nevertheless, the Harambee Prosperity Plan has a great potential to foster enjoyment by older persons of their rights, as it specifically refers to the social protection of older persons and addresses key areas such as hunger, poverty and housing. The Independent Expert noted that the establishment and expansion of an extensive system of social grants and a network of social insurance and other occupational and private schemes is a significant achievement and provides a strong base for the future development of social protection. However, the Independent Expert further noted that additional measures are required to improve the design and implementation of the non-contributory system and to remove barriers that prevent older persons from receiving the benefits that they are entitled to.¹⁹ During its third cycle of the Universal Periodic Review, the Government of Namibia supported a recommendation to "intensify efforts to improve living conditions for older persons"²⁰.

The root causes for the marginalisation of older persons in Namibia include discriminatory attitudes and governance gaps in respect of the full coverage and accessibility of social protection. As is the case for other groups at risk of being left behind, socio-economic status, vulnerability to shocks and geography (rural/urban) are also contributing root and underlying causes leading to the marginalisation of older persons.

Root causes: The root causes for the marginalisation of the groups above who are at risk of being left behind in Namibia's sustainable development trajectory include discrimination; geography; vulnerability to shocks; governance gaps; and socio-economic status. Members of groups at risk of

¹⁷ Committee on Economic, Social and Cultural Rights, *Concluding observations on the initial report of Namibia* E/C.12/NAM/CO/1 (23 March 2016) para 17.

¹⁸ Namibia Statistics Agency, National Multidimensional Poverty Index (MPI) for Namibia for 2021 (2021).

¹⁹ Report of the Independent Expert on the enjoyment of all human rights by older persons on her mission to Namibia A/HRC/36/48/Add.2 (5 July 2017).

²⁰ UPR of Namibia (3rd Cycle - 38th Session), *Thematic list of recommendations* (2021) para 138.160.

being left behind who reside in rural areas are the worst off. Moreover, intersectional discrimination and disadvantage will further marginalize groups already at risk of being left behind, for example a n older woman with a disability residing in a rural area will face more barriers to the enjoyment of human rights than those who do not face multiple forms of discrimination.

JP's impact on groups at risk of being left behind: The JP adopts an intersectional approach that recognizes barriers faced by persons subject to multiple and intersecting forms of discrimination and marginalization. Where a JP output targets a specific marginalized group, this will include members of that group who face intersecting forms of discrimination. For example, where an output or activity targets women, this would include young women, indigenous women, women with disabilities and women in rural areas. By adopting a human rights-based approach, the JP will simultaneously advance gender equality and women's empowerment through outputs and activities directly targeting women as a marginalized group at risk of being left behind, including through the promotion of gender transformative legislation, the removal of barriers that women face in seeking to access financial services and employment, capacity building, and the adoption of special measures targeting women.

Output 1.1: Maximize employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership.

Output 1.1 Through the SDGIIF focusing on access to finance this output will target youth and women, including indigenous youth and women and youth and women with disabilities, particularly in expanding the biomass and agriculture value chain activities. To the fullest extent possible, the output will ensure the engagement and participation of women, directly dressing the recommendations of CEDAW, CESC, CERD and the Human Rights Committee, in respect of the exclusion of marginalized groups, including women and youth, from the economy and labour market in Namibia. This output will address CEDAW and CESC's recommendations to promote the employment of persons with disabilities through the adoption of special measures and reasonable accommodation.

Output 1.2: Strengthened implementation/delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.

Output 1.2 will target young people and marginalised groups, which include women, persons with disabilities and indigenous peoples. This output responds directly to CEDAW recommendations to improve women's access to financial services.

Output 1.3: Increased capacities for enterprises and workers to transition towards formality.

Output 1.3 will benefit all groups at risk of being left behind who are currently employed in the informal economy without access to social protection. Output 1.3 responds directly to CEDAW's concerns regarding the high proportion of women employed in the informal economy without access to social protection, and further addresses CESC's recommendation in respect of young people to create employment in the formal economy and regularize the informal economy. Diagnostics of informality takes into account diversity of situations of women and men working in different sectors of economy and designs pathways to formalization based on priorities identified by women engaged in informal sector.

Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work.

Output 1.4 responds to the root cause of governance, and therefore similarly responds to the human

rights recommendations pertaining to the adoption of legislation and special measures, and the elimination of discrimination, to remove barriers to employment faced by groups at risk of being left behind including women, young people, persons with disabilities and indigenous peoples. This output therefore also responds to recommendations made by the Human Rights Committee, CERD, CEDAW and CESCR.

Output 2.1: Strengthened policy, financing and institutional capacities for expansion of universal social protection

Output 2.1 responds to the root cause of governance, and further responds to recommendations from CESCR in respect of social protection as well as the recommendation by CEDAW to “Increase the participation of women in the formal economy and ensure that women employed in the informal economy are covered by maternity and social protection” as well as to the recommendation of the Independent Expert on the enjoyment of all human rights by older persons to strengthen efforts to combat old-age poverty.

Meaningful participation of rights holders: Civil society organization representing women, young people and indigenous people as well as Organizations of Persons with Disabilities (OPDs) have been consulted in development of the JP proposal and will be provided with platforms for meaningful participation in all phases of implementation, monitoring and reporting of the JP.

List of marginalized and vulnerable groups	Dedicated Output
Youth, Women and Girls	Output 1.1: Maximise employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership. Output 1.3: Increased capacities for enterprises and workers to transition towards formality. Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work. Output 2.1: Strengthened policy, financing and institutional capacities for expansion of universal social protection.
Persons with Disabilities	Output 1.2: Strengthened policy frameworks for employment promotion and social protection
Older Persons	Output 2.1: Universal social protection to reduce poverty and inequalities is expanded for a just transition.
Indigenous Peoples	Output 1.1: Improved and accelerated labour market outcomes for young women and men in the agricultural production and biomass value chains. Output 1.2: Strengthened policy frameworks for employment promotion and social protection Output 1.3: Increased capacities for enterprises and workers to transition towards formality Output 2.1: Universal social protection to reduce poverty and inequalities is expanded for a just transition.

The principles of participation and consultation will be strongly operationalized in the programme through appropriate procedures and institutions whenever consideration is being given to legislative or administrative measures on lands, natural resources, education, employment, social protection and health, vocational training etc. that may affect all marginalized individuals and groups.

3.5. Sustainability plan and exit strategy

To ensure sustainability and scaling up of the JP outcomes, both the Joint Programme Steering Committee and Joint Programme Team shall integrate the GA national coordination mechanisms, offering advice and support transition efforts and capacity development.

Community sustainability: To ensure sustainability at community level the JP will focus on conducting Social Environmental Screenings, followed by respective Environmental Social Management plans to mitigate risk and actively manage issues related to gender, grievances, integration of indigenous people plans. Furthermore, the JP will ensure sustainable resource management by ensuring governance structures are set up to guide resource base utilization of biomass. The JP will take a participatory approach engaging communities prior to scaling ongoing interventions or starting new ones. Additionally, the aim will be to engage communities living around the proposed interventions to ensure ownership of work. The JP will ensure capacities of locals are considered through training and skills development. A model that considers first Namibian youth will be prioritized for local employment. Priority will be given to international labour standards, health and safety issues around biomass and agriculture through the development of simplified guidelines for their implementation and support for compliance.

Financial sustainability: It is envisaged that through the implementation of the INFS, financing options linked towards employment creation and social protection, Namibia will be able to mobilize all relevant, innovative and sustainable sources of financing that can be efficiently budgeted and channeled towards not only sustaining the JP outcomes but also meeting the broader GA objectives. Namibia's GA priorities have been shared with the public development banks participating in the Coalition for Social Investment- Working Group on Harnessing the social impact of PDBs financing for just transition. Partnership with PDBs –members of the Coalition are being explored. A transparent and participatory process with enhanced accountability both in the public and private sectors will contribute to strengthened institutional and technical capacities to ensure continuity and sustainability at both the national and local levels.

Institutional sustainability: It is envisaged that national stakeholders, private sector and CSOs, having participated in the JP will continue to participate in key national policies and decisions aimed at advancing the GA objectives beyond the JP outcomes. The Government will continue leading the GA agenda, with the support of the steering and technical committee and social partners. Moreover, the process of policy transformation resulting in a *strengthened policy and institutional capacities to catalyze coordinated youth and women employment in the agriculture and biomass sectors, promote formalization, and expand social protection for just transitions* will be optimized towards SDG achievement and risk mitigation.

Government ownership and leadership remain important in sustaining the GA agenda. As such, through the leadership of the government, key interventions will be adopted and incorporated in the 6th National Development Plan for continued implementation over the NDP's lifespan. Clear targets and indicators linked and in alignment with the JP and broader GA objectives will be incorporated in the NDP 6.

4. Adaptive implementation and Management arrangements

This joint programme will be implemented under the leadership of GRN within the existing government coordination mechanism with UN support under the Global Accelerator and the UNSDCF framework. The Government has already demonstrated commitment by volunteering to be a Pathfinder country and through participating in the development of the JP and the endorsement letter to the RC. The JP neatly fits into the GA Road Map already proposed by the government, which provides a solid framework for cooperation with the UN in this endeavor.

4.1. Adaptive programme implementation

The Ministry of Industrialization and Trade, alongside the Ministry of Labour and Industrial Relations are committed to ensuring the implementation of the interventions in the Biomass value chain and exploring opportunities to maximise employment in the agricultural sector in general. The adaptable approach taken for Biomass value chain will apply a two-track approach i) a harvester model that is linked to the bio-processing plant that has already been established; and ii) a harvester model with value addition at harvesters' level. The approach is meant to ensure that activities are not delayed due to pending negotiations related to deal making with private sector entity dedicated to operating the facility and that the project is still able to deliver the project number of jobs outside of an operational processing facility. Another element of adaptability is that the linkage of MSMEs to innovative financing mechanisms continues outside of the GA programme, however, these would benefit in terms of scale with the GA implementation.

4.2. Management Arrangements

To facilitate smooth implementation and oversight of the JP, a Steering Committee and a Joint Programme Team will be set up using the current governance structures of the Global Accelerator. These are:

- **Troika** is the Inter-Ministerial Steering Committee responsible for decision-making. The three Troika+ co-chairs are the Minister of FPE, Director-General of NPC and Minister of MLIREC. Troika+ has the responsibility for all-round high-level coordination of the GA and will report to His Excellency, the President. The Troika+ additional members are the Ministers of Agriculture, Water and Land Reform, Environment, Tourism and Forestry, Industrialization and Trade, Youth, Sport and National Service and Gender Equality, Poverty Eradication and Social Welfare, the Executive Director of the Namibia Investment Promotion Development Board.
- The **Namibian National Global Accelerator Country Team (NNGAT), set up jointly by GRN and the UN**, that consists of the technical level expertise and leadership needed for the development of the national Global Accelerator Roadmap, and supports the implementation of the GA in Namibia. The NNGAT members consist of experts of national agencies, UN agencies, and relevant stakeholders who are part of the GA in Namibia.

The JP Steering Committee will consist of the Troika+ representatives plus the UN Resident Coordinator (RC), the PUNO's Heads of Agency, and senior representatives of employers' organizations, trade unions, private sector organizations and civil society organizations. GRN will designate a co-chair and senior representatives to serve on the **Steering Committee**, including representatives from the Ministries of Finance, Labour and the NPC, Agriculture, Gender, Industrialization & Trade. On the UN side, the RC will co-chair the Steering Committee, and the representatives of the Participating UN Organizations (PUNOs) will be members of the Committee. The work of the Steering Committee will be guided by the terms of reference in the [UNSDG Guidance Note on Joint Programmes](#) and pursuant to an agreement on the terms of reference between the UN and GRN. The parties have the authority to add members to the Steering Committee in the categories mentioned above and may also agree on observers to be invited to the meetings.

The Steering Committee will provide strategic oversight and guidance to the Joint Programme Team. The work of the Steering Committee will be guided by the terms of reference in the [UNSDG Guidance Note on Joint Programmes](#). The co-chairs of the Steering Committee will be responsible for presenting progress reports and strategies that can be sent by Troika + to the Cabinet for adoption and further guidance, as may be necessary. This will help ensure ownership of the outputs of these processes and the results of the joint programme and ensure that the programme focus is aligned with their

priorities and needs. The Steering Committee shall meet bi-annually, and when the need arises, and shall be a platform to support advocacy and resource mobilization efforts for JP activities and scaling up of initiative.

The Steering Committee will be supported at technical level by the **Joint Programme Team** which will include technical representatives of the four PUNOs and the **NNGAT**. The Joint Programme Team will be co-chaired by the Ministry of Labour and the lead PUNO (ILO) and will meet at least quarterly for planning, technical review progress, and addressing emerging challenges. The Joint Programme Team will provide technical leadership in analysis, design and actual implementation of the JP interventions. The terms of reference of the Joint Programme Team will follow the [UNSDG Guidance Note on Joint Programmes](#). The JP team's role will include:

- Prepare and implement activities in the JP Workplan.
- Providing technical guidance and inputs to the design of strategies and financing options for the approval of the Steering Committee.
- Monitor the implementation progress and address/mitigate challenges as they arise.
- Prepare progress and monitoring reports.
- Make or recommend adjustments in budgetary allocations.
- Review and comment on the continuing or new programs of action after the completion of this JP.

5. Monitoring, accountability, financial management, and public disclosure

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting a concise annual report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee is mandated to provide strategic oversight and monitor the implementation of the joint programme, with the guidance of Joint SDG Fund Secretariat to which it must submit data and information upon request. Additionally, the Joint SDG Fund Secretariat may request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed, which can be supported through the communication strategy of the JP.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding/financing) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and a final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5 percent of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through project support costs will be 7 percent, except WFP and UNHCR, which should be 6,5 percent. All other costs incurred by each PUNOs in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

6. Joint Evaluation

A joint evaluation is not anticipated under the Joint Programme but PUNOs will conduct monitoring and evaluations activities in line with their internal procedures and guidelines. Quarterly joint reviews will be conducted under the NNGAT to discuss implementation challenges and proposed solutions to the challenges including those that affect achievement of LNOB targets. An annual review will be conducted focusing on the key programmatic areas of the JP before moving into the last year of implementation.

At the end of the project, a project completion report will be produced. The report will be produced jointly between Government, UN and all project stakeholders focusing on the efficiency, effectiveness, relevance and sustainability of produced results. The results will be used for decision making in scaling up the interventions and future programming.

ANNEX 1: Mapping of related projects, investments and other development initiatives

From the UN system, Government, social partners, EU, IFIs, other donors, civil society, and private sector as relevant.

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
Promoting just transitions and productive employment in Namibia	Key result 1: The Government in consultation with social partners and through social dialogue mainstreams Just Transition Policy Measures in ongoing strategic policy processes and frameworks Key result 2: Constituents, especially workers and employers' organisations have increased capacities on mainstreaming just transition in the green hydrogen investments and ongoing policy processes for tripartite partners	The intervention is strategic in its role of solidifying the linkages and acting as a vital bridge between past and ongoing support work to Namibian constituents on the one hand, and the strategically important engagements on jobs and social protection for just transitions under the Global Accelerator, on the other.	Ministry of Labour, Industrial Relations, and Employment Creation (MLIREC); Namibia Investment Promotion and development Board (NIPDB)	USD \$250,000.00 ILO Regular Budget Supplementary Account	1 March 2023 to 28 February 2025
Sustainable Inclusive Green Growth Portfolio	Enhanced entrepreneurship and productive capacities Expanded and diversified financial services Enhanced digital and green entrepreneurship capacities Enabling environment for improved service provision for MSME	Addresses and prioritizes Employment and employability as key drivers of change, and as well takes an integrated systematic portfolio approach by integrating concepts across the multiple SDGs to enhance productivity, sustainable financing & domestic resource mobilization; while placing people and minimum standards for well-being and equality of opportunity, inclusive growth through responsible consumption and shared prosperity within our planetary confines. The portfolio responds to priorities of the GA touching on • Just Transition • Agriculture – food system • Economic diversification and inclusive economies • Integrated financing strategy • Innovative financing MSME development and local private sector development	Ministry of Industrialisation and Trade (MIT); Ministry of Mines and Energy (MME); Ministry of Agriculture, Water and Land Reform (MAWLR); Ministry of Environment, Forestry and Tourism (MEFT); Ministry of Finance and Public Enterprises (MoFPE); Namibia Statistics Agency (NSA); Namibia Standard Institution (NSI); Namibia University of Science and Technology (NUST)	Current budget USD \$2,812,000 Government, Japan, UNDP	Portfolio linked to CPD timelines

Design and development of an Integrated Management Information System (IMIS) for Social Protection	A functional integrated/ interoperable social protection management information system, with the following expected outcomes: - improved oversight of programmes and better planning of resources. - Support to broader social services, including greater linkages to complementary services, key for human capital development - improve programme efficiency and effectiveness. - better monitoring programme implementation. - Reduced burden on applicants and staff, through linkages with other databases for verification and enrolment. - reduced unintended duplication of the social protection system.	The project is an important component of social protection systems strengthening. Whilst the government spends on average 8percent of its budget on social protection, systems for reporting and monitoring are fragmented and unintegrated, resulting in inefficiencies and duplications. Therefore, the project is important for strengthening efficiencies in the government's overall social protection system, including creating linkages to employment for data generation and supporting transition/ graduation from social protection to employment.	Ministry of Gender Equality Poverty Eradication and Social Welfare (MGEPSW); Ministry of Home Affairs, Government Institutions Pension Fund (GIPF); Namibia Statistics Agency (NSA)	USD \$300,000.00 European Union (EU)	One year to Dec 2022
Strengthening Namibia's Financing Architecture for Enhanced Quality & Scale of Financing for SDGs	The Joint Programme will accelerate progress towards the achievement of the SDGs in Namibia by applying an inclusive multi-stakeholder approach to identifying and mobilizing all possible sources of public and private finance based on costed needs for the SDGs, strengthening financial and economic governance systems to unlock resources, and effectively allocating them in alignment with the NDPs and SDGs, with a particular focus on gender and employment creation.	An Integrated National Financing Framework is in the process of being completed, resultant from the JP activities and this will further solidify a national strategy for financing SDG achievement (with employment, social protection and just transition identified as priorities).	Ministry of Finance and Public Enterprises (MoFPE); National Planning Commission (NPC); Ministry of Labour, Industrial Relations, and Employment Creation (MLIREC); Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPSW)	USD \$1,169,000.00 (UN Joint SDG Fund)	01 June 2020 – 31 March 2023
Dryland Sustainable Landscape (DSL) Impact Program (IP) on Sustainable Forest Management (SFM) and Sustainable Land	Avoid and reverse degradation while promoting value addition and sustainable utilization of natural forest resources	Strong complementarity on sustainable utilization of natural resources including biomass whereas the DSL-IP has a component that supports enhancement of value-added production in target landscape, including Kunene-Cuvelai	Ministry of Agriculture, Water and Land Reform (MAWLR); Ministry of Environment, Forestry and Tourism (MEFT)	Total budget USD 6.1 million whereas catalytic funds to complement GA activities is estimated USD \$230,000)	February 2022 to May 2026

Management (SLM)					
Treasury allocations and Government's equipment scheme towards small-scale farmers projects	Support revival of Green Schemes and farmer-led value addition and processing initiatives	Complementary government programmes to sustain/create decent rural jobs	Ministry of Agriculture, Water and Land Reform (MAWLR); Ministry of Industrialisation and Trade (MIT)	USD \$370,000 USD \$56,000	2024/25 FY

ANNEX 2: Integrated results framework

Joint Programme Outcomes			
CF Outcome statement 1: By 2029, Namibia has a diversified, resilient, and human rights ECONOMY that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities.			
Outcome indicator 1.1: Unemployment rate	Baseline: Overall= 33.4percent (2018) Male = 32.5percent Female = 34.3percent	Target: Overall = 17percent Male = 16percent Female = 14percent	Means of verification: Labour Force Survey
Outcome indicator 1.2: Multi-Dimensional Poverty Index	Baseline: 0.191 (2021) = 43.3percent	Target: 0.11 (33percent)	Means of verification: MDPI report
CF Outcome statement 2: By 2029, young people, women, and marginalized communities, have equal access to, and use of quality, affordable, gender-inclusive, and human rights-sensitive BASIC SOCIAL SERVICES.			
Outcome indicator 2.1: Proportion of people (OVC, PWD, Old Age, men, women,) covered by social protection systems.	Baseline: OVC = 36percent (2022) PWD =74 percent (2022) Old age = 98percent (2022)	Target: OVC = 50percent PWD = 80percent Old age =100percent	Means of verification: Ministry of Gender/SSC Annual Reports
Outcome indicator 2.2: Proportion of population living in multidimensional poverty	Baseline: Female = 46.2 (head of household)	Target: Female- 36.0 Male - 31percent Children (40.0percent)	Means of verification: Social Protection Policy M&E Reports,
Joint Programme Outputs			
Output 1.1: Maximize employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership.			
Output indicator 1.1.1: Number of people benefiting in JP/GA job creation in biomass sector	Baseline: TBD	Target: 3050	Means of verification: Joint Programme progress report; Project M & E database; Ministry of Trade and MSME reports
Output indicator 1.1.2: Number of people using appropriate technologies for sustainable management, control, and use of natural resources	Baseline: TBD	Target: 3500	Means of verification: Joint Programme progress reports; Project M&E database; Snap surveys soliciting feedback from people participating in interventions
Output Indicator 1.1.3 Number of economic units in biomass sector applying the International Labour Standards and Social and Environmental Safeguards (SESP)	Baseline: TBD	Target 2	Means of verification: Joint Programme progress reports; Project M&E database; Monitoring visits Snap surveys with workers in economic units in biomass sector as respondents
Output Indicator 1.1.4. Number of MSMEs trained for entrepreneurship development and value addition in processing and packaging systems, targeting women and youth-led cooperatives for in biomass value chain	Baseline: TBD	Target 2	Means of verification: Joint Programme Progress reports; Project M&E database; Workshop reports with participants feedback
Output 1.2: Strengthened implementation/delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.			
Output indicator 1.2.1: Number of partnerships with pooled funding based on identified investment/financing gaps and policy dialogue in the biomass value chain through IFI, ODA, public development banks, private sector, or other sources.	Baseline: 0 or 1	Target: 2	Means of verification: Joint Programme Reports; JP M&E database; Partnership dialogues reports; Draft Partnership Agreements

Output indicator 1.2.2: Number of partnership agreements to replenish SDG Investment Fund for Namibia and open new funding windows	Baseline: 0	Target: 2	Means of verification: Joint Programme Reports; JP M&E Database; Partnerships agreements drafted
Output indicator 1.2.4 Number of simplified social insurance mechanisms to cover workers in the agriculture and biomass sector/value chains	Baseline 0	Target 1	Means of verification: Joint Programme Reports; JP M&E database; Feedback from workers in biomass value chain participating in the piloting phase of social simplified social insurance mechanism for selected scheme
Output 1.3: Increased capacities for enterprises and workers to transition towards formality.			
Output indicator 1.3.1: Number of integrated policy frameworks and programmes promoting transition from informal to formal economy	Baseline: 0	Target: 1	Means of verification: Joint Programme Reports; Project M&E database; Policy adopted
Output indicator 1.3.2: Number of support services for the formalization of workers and economic units in agricultural and biomass value chains	Baseline: 2	Target: 5	Means of verification: Joint Programme Reports; Project M&E database; Satisfaction survey of service users
Output Indicator 1.3.3 Number of workers and enterprises participating in social and policy dialogue including collective bargaining, in the agriculture and biomass sectors through JP and GA supported processes	Baseline 0	Target 100	Means of verification: Joint Programme Reports; Project M&E database; Policy dialogues reports; Proposals for improvement of collective agreements
Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work.			
Output indicator 1.4.1: Number of policy frameworks, guidance notes and SOPs for pro-employment policy making and financing	Baseline: 1	Target: 5	Means of verification: Joint Programme Reports; Project M&E database; Guidance notes and SOPs adopted by the line ministries; Employment marker adopted for the budgeting process in sectoral policies and budgets
Output Indicator 1.4.2 Number of policies/strategies reviewed and evaluated, with SMART monitoring framework	Baseline 0	Target: 4	Means of verification: Joint Programme Reports; Project M&E database; Policies and implementation plans reviewed (employment, agriculture/ NIAP, macro-economic, formalisation)
Output indicator 1.4.3 Number of innovative projects/interventions in the biomass and agriculture sector prepared for financing, including through domestic and international financing mechanisms	Baseline: 0	Target: 3	Means of verification: Joint Programme Reports; Project M&E database; Projects presented
Output indicator 1.4.4. Number of functional coordinated mechanisms to enhance job creation opportunities for the youth, women, informal workers and other marginalised groups	Baseline: 0	Target: 3	Means of verification: Joint Programme Reports; Project M&E database; Coordination mechanisms deliverables
Output 2.1: Strengthened policy, financing and institutional capacities for expansion of universal social protection			
Output indicator 2.1.1: Number of assessments identifying fiscal space and other financing sources for social protection system financing, including strategy for national pension and unemployment fund creation	Baseline: 0	Target: 4	Means of verification: Joint programme progress Report Project M & E database; Allocations in national budget
Output Indicator 2.1.2: Number of legal acts revised	Baseline: 0	Target: 2	Means of verification: Joint Programme progress reports; Legislation entering public consultations
Output Indicator 2.1.3: Number of Governments Officials and Partners trained and equipped in social protection and job creation	Baseline: 50	Target: 300	Means of verification: Joint Programme Progress reports Project M&E database; Training workshop reports
Output Indicator 2.1.4: Number of new modules in social	Baseline:	Target 4	Means of verification: Joint Programme Progress

protection EMIS designed and functional	1		Reports Project M&E Database; EMIS for social protection with new modules/information disseminated
Output 2.2: Joint programme management, visibility, communication, monitoring and evaluation; and reporting.			
Output indicator 2.2.1: Number of functional information, data systems and tools in support of social protection implementation and extension	Baseline: 0	Target: 1	Means of verification: Joint programme progress Report Project M & E database
Output indicator 2.2.2: Number of participants in stakeholder events focused on selected topics stemming from JP and National GA Roadmap	Baseline: 120	Target: 500	Means of verification: Joint programme progress Report Project M & E database; Round table reports
Output Indicator 2.2.3: Number of participants in learning events using studies and related knowledge products on employment creation, social protection extension, pro-employment financing including from sectoral perspective (i.e biomass) with sex and age disaggregated data produced and disseminated.	Baseline: 60	Target: 120	Means of verification: Joint programme progress Report Project M & E database; Learning events reports Knowledge products published

Alignment with GA objectives

COMPONENT/ACTIVITY	CHECK "X" if proposal addresses
I. Integrated and well-coordinated national public policies and strategies (as part of the development of the national Global Accelerator roadmaps)	
1. Support diagnostics/ stocktaking/ policy appraisals of existing national social protection, employment, just transition strategies, policies, schemes	X
2. Support partner countries in identification and development of integrated policies, strategies, programs	X
II. National frameworks for adequate and sustainable financing of social protection and employment interventions	
1. Support existing and new financing strategies to improve the use of existing resources and to mobilize domestic and international resources in a sustainable and equitable way.	X
III. Strengthened national social protection and employment programmes and systems	
1. Build robust, sustainable, adaptive, and gender-responsive national social protection systems through national social dialogue	X
2. Develop / implement employment policies and programmes to facilitate access to decent work opportunities	X
IV. Strengthened national ownership and consensus building	
1. Support national dialogue for the development of national Global Accelerator roadmaps	X
2. Develop capacities for collective action on social protection and decent jobs	X
3. Provide coordinated technical and policy advise	X
4. Support the adoption of a common results framework and data collection and reporting mechanisms (in line with the Global Accelerator framework)	X
V. Innovation and new knowledge, evidence, and tools	
1. Support knowledge generation	X
2. Develop evidence-based tools and knowledge products	X

ANNEX 2.1: Integrated results framework – Joint SDG Fund global indicators

Joint Programme contribution to Joint SDG Fund global indicators (as relevant)			
Engine room 1. Shifting policy/regulatory frameworks			
Number of new or enhanced integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support: Output 1.1; 1.2; 1.3 & 1.4.	Baseline: 0	Target: 3	Means of verification: Joint programme progress Report; Project M & E database Central and local level government VNR reports Integrated policy strategies recommendations in place
Number of targeted countries where the integrated policy solutions and regulatory changes are implemented to promote equal access to and use of services, goods and resources by women and girls with Joint SDG Fund support: Output 1.1; 1.2; 1.3 & 1.4.	Baseline:0	Target: 1	Means of verification: Joint programme progress Report; Project M & E database Central and local level government VNR reports
Number of individuals benefiting from the integrated policy solutions and regulatory changes implemented with Joint SDG Fund support, disaggregated by population segments (e.g. sex, age, persons with disabilities, etc.) with a focus on Leaving No One Behind: Output 1.1; 1.2; 1.3 & 1.4.	Baseline: 0	Target: 8050 of which 60% women direct beneficiaries,	Means of verification: Joint programme progress Report; Project M & E database Central and local level government VNR reports
Engine room 2. Capacity building at scale			
Number of governmental (both at central and sub-central levels) and non-governmental organizations including social partners with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support. Output 2.1 & 2.2.	Baseline: 0	Target: 12	Means of verification: Joint programme progress Report; Project M & E database
Number of tools, procedures and mechanisms (e.g. SOPs, training module, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors): Output 2.1 & 2.2.	Baseline:0	Target: 5	Means of verification: Joint programme progress Report; Project M & E database Central and local level government reports
Number of experts identified and deployed to support RCs/UNCTs on SDG acceleration with Joint SDG Fund support: Output 2.1 & 2.2.	Baseline: **	Target: 4	Means of verification: Joint programme progress Report; Project M & E database
Engine room 3. Developing market-ready pipeline of actions.			
Number of integrated multi-sectoral financing solutions or instruments created and launched with Joint SDG Fund support, disaggregated by theme/type.: Output 1.1; 1.2; 1.3; 1.4 & 2.1	Baseline: 0	Target:2	Means of verification: Joint programme progress Report; Project M & E database Central and local level government VNR reports
Number of actions, projects, businesses or organizations identified for inclusion in market-ready pipeline with Joint SDG Fund support: Output 1.1; 1.2; 1.3; 1.4 & 2.1.	Baseline: 2	Target: 10	Means of verification: Joint programme progress Report; Project M & E database Central and local level government VNR reports
Ratio of actions, projects, businesses or organizations securing funding and receiving investments, in relations to those identified with Joint SDG Fund support.	Baseline: 0	Target:50%	Means of verification: Joint programme progress Report; Project M & E database

Engine room 4. Devising a financing mix (deal room)			
Amount in US\$ of financing leveraged for integrated multi-sectoral solutions, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPPs, DFIs/IFIs). Output 1.4; 2.1	Baseline: TBD	Target: TBD during the initial phase of the JP implementation, in consultations with GRN and relevant partners	Means of verification: Joint programme progress Report; Project M & E database
Ratio of financing leveraged for integrated multi-sectoral solutions against the committed funds provided by the Joint SDG Fund: Output 1.4; 2.1	Baseline: TBD	Target: TBD during the initial phase of the JP implementation, in consultations with GRN and relevant partners	Means of verification: Joint programme progress Report; Project M & E database
Number of investors providing direct financing to integrated multi-sectoral solutions developed, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs): Output 1.4; 2.1	Baseline: TBD	Target: TBD	Means of verification: Joint programme progress Report; Project M & E database

ANNEX 2.2: Work plan

Joint Programme Workplan

Outcome/Output	Geographic focus	Start	End	PUNO	SDG Targets	Gender Equality Marker	Human Rights Marker	QCPR function	Budget (US\$)
Outcome 1. By 2029, Namibia has a diversified, resilient, and human rights ECONOMY that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities.									
Output 1.1: Enhance employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership.	National/Regional	January 2025	October 2026	UNDP/FAO	Target 2.3 Target 8.2	3	2		\$234,000
Output 1.2: Strengthened implementation/delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.	National/Regional	January 2025	October 2026	UNDP/FAO	Target 2.3, 8.2, 8.5	2	2		\$666,600
Output 1.3: Increased capacities for enterprises and workers to transition towards formality.	National/Regional	January 2025	October 2026	ILO/ UNDP and FAO	Target 8.3	2	3		\$228,000
Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work.	National	January 2025	October 2026	ILO/UNDP	Target 8.2, 8.3, 8.5, 10.4, 17.14	2	3		\$205,200
Outcome 2. By 2029, young people, women, and marginalized communities, have equal access to, and use of quality, affordable, gender-inclusive, and human rights-sensitive BASIC SOCIAL SERVICES.									
Output 2.1 Strengthened policy, financing and institutional capacities for expansion of universal social protection	National	January 2025	October 2026	ILO	Target 1.3, 5.1; 10.4	2	3		\$365,400
Output 2.2 Joint programme management, visibility, communication, monitoring and evaluation; and reporting.	National/Regional	January 2025	October 2026	ILO /UNDP/FAO	Target 17.14	1	2		\$100,800

ANNEX 3: Budget per UNSDG Categories

UNSDG BUDGET CATEGORIES	PUNO 1 ILO		PUNO 2 UNDP		PUNO 3 FAO		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	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	396,000	423,000	22,948	600,000	60,000	230,000	478,948	1,253,000
2. Supplies, Commodities, Materials	45,000		50,000		180,962		275,962	
3. Equipment, Vehicles, and Furniture (including Depreciation)	5,000		-		0		5,000	
4. Contractual services	227,944		50,000		0		277,944	
5. Travel	15,000		10,000		12,412		37,412	
6. Transfers and Grants to Counterparts	30,000		469,310		0		499,310	
7. General Operating and other Direct Costs	28,720		51,947		27,000		107,667	
Total Direct Costs	747,664		654,205		280,374		1,682,243	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	52,336		45,794		19,626		117,756	
TOTAL Costs	800,000	423,000	700,000	600,000	300,000	230,000	1,800,000	1,253,000

Note: Technical Coordination Support is for the whole Joint Programme, but the budget will be allocated to the ILO. The total of \$396,000 will cover for the JP coordination across components and PUNOs: the JP Technical Coordinator; Admin/Programme Assistant; and Communication Support to develop content and coordinate implementation of communication activities across the Joint Programme.

ANNEX 4: Risk Matrix

Categories	Risks	Risk Level: (Likelihood x Impact, as per instructions)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigation measures	Risk owner
Social and Environmental	Climate change and disaster	16	4	4	JP will be strengthening systems to ensure that national and sub national preparedness and response contingency plans are updated thereby reducing vulnerabilities and building resilience	Government of Namibia and PUNOs
	Conflicts over access to land, forests, or other biomass sources could arise.	9	3	4	JP will establish who owns land from all harvesters or harvesting activities are planned. through the SESP, and further facilitate grievance mechanisms to support the process. Engagements with Min of Agriculture, Land Reform is expected for the identification of respective sites where authorization will be sought. Gender normes will be addressed in the process.	Government of Namibia and PUNOs
Safety, Security & Hazards	Health Safety - physical work of biomass harvesting	16	4	4	JP will conduct the gender analysis of all associated health risks, to mitigate provide the relevant safeguards and personal protective equipment to ensure health and safety of all workers with particular focus on enable women. JP will encourage mechanization of harvesting to reduce risk.	Government of Namibia and PUNOs
	Lack of conducive environment for women participation/work areas.	9	3	3	The SESP will highlight all risk mitigation processes to be followed to enable full participation of women at biomass harvesting sites, should this not be attainable within the scope of the project additional resources will be sought to support those activities.	Government of Namibia and PUNOs
Financial	Corruption and fraud	4	1	4	JP will rely on PUNO internal control systems and HACT assurance framework. In line with HACT principles, the partners' capacity and systems of financial management will be assessed before transfer of funds, as necessary. The JP will also limit the amount of transfer to a maximum of 10percent and will make use of direct payment modalities to suppliers and contractors.	Government of Namibia and PUNOs
	Low delivery	12	3	4	JP will engage a dedicated Project Manager to monitor and coordinate programme implementation to ensure efficient and effective	Government of Namibia and PUNOs

					programme delivery.	
Operational	Lack of leadership & management	4	1	4	The JP has established a clear governance structure with a high-level joint (government and UN) steering and technical committees to drive the implementation of the programme. A dedicated Manager, reporting to the UNRC and the government Troika will be engaged to ensure effective management and implementation of all programme activities.	Government of Namibia and PUNOs
	Lack of a clear transition and exit strategy	12	3	4	The JP will be implemented through government systems to ensure that necessary capacity is built, whilst entrenching ownership for scaling up. A clear exit plan will be developed jointly with the government and partners and timelines will be effectively communicated.	Government of Namibia and PUNOs
Organizational	Lack of due diligence of private sector partners	15	3	5	In selecting its partners, the JP will work with existing partners and due diligence will be conducted for all new partners, in collaboration with the government and the agriculture and biomass sector oversight bodies.	Government of Namibia and PUNOs
	Human Resources	4	1	4	The JP will optimise and leverage on the expertise of the different PUNOs to deliver on the respective activities. The PUNO technical staff will work closely with the government counterparts in design and implementation of activities. Furthermore, a dedicated Manager, reporting to the UNRC and the government Troika will be engaged to ensure effective management and implementation of all programme activities	Government of Namibia and PUNOs
	Budget availability and cash flow	8	2	4	Whilst the JP is anchored on the US\$1.8 million fund, the PUNOs have also committed additional resources to ensure cashflow availability for implementation. The Government and Partners have also committed resources that will be leveraged and blended towards JP implementation.	Government of Namibia and PUNOs
Political	Low government commitment and Political will	4	1	4	Continued engagement and collaboration with the government to co-create ideas, strategies and workplan, whilst building and nurturing the government's commitment to the Secretary General to be a Pathfinder country under the GA initiative	Government of Namibia and PUNOs
	Change/ turnover in government	4	1	4	Continuous advocacy for sustained ownership and for the government to fulfil its commitments	Government of Namibia and PUNOs

					to the UN Secretary General, as a Pathfinder country under the GA and ensuring that the GA and its activities are part of the sixth National Development Plan (NDP6).	
Strategic	Limited Capacities of the partners	12	3	4	JP will undertake tailor made capacitation, continued collaboration, technical support through dedicated sessions and provision of proactive guidance to all staff. Each PUNO has provided at least 2 staff members to institutionalize the JP for sustainability.	Government of Namibia and PUNOs
	Lack of alignment with UN Strategic priorities and unclear roles of Partners	4	1	4	The activities and theory of change of the JP are aligned to the CF, with its outcome and 2 outputs copied verbatim from the CP. Roles of partners will be clearly articulated and discussed with Partners to ensure cohesion and collaboration.	Government of Namibia and PUNOs
	Negative public opinion and media	4	1	4	The JP will develop and implement an effective communication strategy and involve the media in all key launch and JP visibility events to ensure that credible information is shared with the stakeholders, beneficiaries and public	Government of Namibia and PUNOs

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently	Extreme	An event leading to massive or irreparable damage or disruption
Likely	The event will probably occur in most circumstances	Once every two months or more frequently	Major	An event leading to critical damage or disruption
Possibly	The event might occur at some time	Once a year or more frequently	Moderate	An event leading to serious damage or disruption
Unlikely	The event could occur at some time	Once every three years or more frequently	Minor	An event leading to some degree of damage or disruption
Rare	The event may occur in exceptional circumstances	Once every seven years or more frequently	Insignificant	An event leading to limited damage or disruption

	Consequences					Level of risk	Result
Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)		
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)	Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)	High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)	Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)		
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)	Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Risk Categories (for reference only)

1.Social and Environmental	2. Financial	3.Operational	4.Organizational	5. Political	6.Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender 1.3. Biodiversity and use of natural resources 1.4. Climate change and disaster 1.5. Community health and safety 1.6. Labour conditions/standards 1.7. Cultural heritage 1.8. Rights of Indigenous Peoples 1.9. Displacement and resettlement 1.10. Pollution and resource efficiency 1.11. Stakeholder engagement 1.12. Sexual exploitation and abuse	2.1. Cost recovery 2.2. Value for money 2.3. Corruption and fraud 2.4. Fluctuation in credit rate, market, currency 2.5. Delivery	3.1. Alignment with national priorities 3.2. Responsiveness to lessons learned and evaluations 3.3. Leadership & management 3.4. Flexibility and opportunity management 3.5. Synergy potential (linking with other initiatives as relevant) 3.6. Reporting and communication 3.7. Partnership 3.8. Capacity development of national partners 3.9. Engagement of national partners in decision-making 3.10. Transition and exit strategy	4.1. Governance 4.2. Monitoring 4.3. Independence and quality of evaluation 4.4. Knowledge management 4.5. Grievances 4.6. Due diligence of private sector partners 4.7. Human Resources 4.8. Budget availability and cash flow 4.9. Internal control 4.10. Procurement 4.11. Innovating, piloting, experimenting,	5.1. Government commitment 5.2. Political will 5.3. Political instability 5.4. Change/turnover in government	6.1. Changes in the regulatory framework within the country of operation 6.2. Changes in the international regulatory framework affecting the whole organization 6.3. Deviation from UN internal rules and regulations	7.1. Theory of change 7.2. Alignment with UN Strategic priorities 7.3. Capacities of the partners 7.4. Roles and responsibilities among partners 7.5. Code of conduct and ethics 7.6. Public opinion and media 7.7. Synergy with UN / Delivery as One	8.1. Armed Conflict 8.2. Terrorism 8.3. Crime 8.4. Civil Unrest 8.5. Natural Hazards 8.6. Manmade Hazards

ANNEX 5: SDG Localization Marker

Please see refer to the detailed guidance on applying the marker here: <https://www.jointsdgfund.org/publication/sdg-localization-marker>

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
Programme Design	Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization?	<u>Yes/No</u>	The programme aims to ensure that a shareholding of the biomass facility incorporate the Governor's Trust as well local cooperatives. In addition, the programme mainstreams the local authority's adjacent land primed for debushing in an effort to support local women and youth groups to benefit. SDG Targets Directly addressed by JP.	JP Results Framework.
	Is at least 70percent or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization?	<u>Yes/No</u>	The Programme will disseminate bush thinning practices through the utilisation of Artificial Intelligence using an appropriate app that will enhance monitoring of sustainable harvesting. This app is aimed at all the harvesters and will support advocacy for sustainable bush harvesting thinning. Outputs of the JP.	JP Results Framework and budget.
	Were local and regional governments actively engaged and consulted during the programme design phase?	<u>Yes/No</u>	Biomass interventions are derived from the "Strategic Action Plan for Sustainable Bush Value Chains in Namibia. The development of the Action Plan and the commercial biomass facility was overseen by extensive consultations with local stakeholders in the industry as well as local governments. "	JP Results Framework.
	Were local service providers and/or other local actors and stakeholders actively engaged and consulted during the programme design phase?	<u>Yes/No</u>	Consultative processes for the Global Accelerator in Namibia included Regional Councils and the Ministry of Rural and Urban Development.	Reports of the Consultative Workshops.
Advocacy	Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience?	<u>Yes/No</u>	The Programme will disseminate bush thinning practices through the utilisation of Artificial Intelligence using an appropriate app that will enhance monitoring of sustainable harvesting. This app is aimed at all the harvesters and will support advocacy for sustainable bush harvesting thinning. Additional knowledge materials for dissemination in various vernaculars will be developed from the application of this app. Outputs of the JP.	JP Results Framework. JP Theory of Change.
	Has the programme or initiative planned to develop specific events, campaigns, communications or capacity-building activities on SDG localization, especially targeted at local or regional governments, local service providers, or other local actors and stakeholders?	<u>Yes/No</u>	JP Communications & Visibility Plan will adopt a whole of government and society approach to ensure messages are targeted at all levels.	JP Reports; Reports from the Communications & Visibility Plan.

Actions	Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, plans, programmes, and service-delivery approaches or models by local and regional governments and/or local service providers, facilitating their meaningful contributions to the SDGs and addressing the principles of leaving no one behind?	<u>Yes/No</u>	Outputs 1.1, 1.2, 1.3 & 1.4 of the JP include job creation at the local levels including rural and urban areas affected by bush encroachment and with greatest potential to increase agricultural production and productivity.	JP Results Framework; Theory of Change; and budget.
	Does the joint programme or initiative have an inclusive and participatory multi-stakeholder approach, involving civil society, academia, citizens, the private sector and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include, for example, mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level.	<u>Yes/No</u>	Consultative processes for the Global Accelerator Roadmap Stakeholder consultations and the Roundtable Dialogues on Agriculture and Biomass included various stakeholders from government, civil society, academia, citizens, the private sector and social partners	Reports of the Consultative Workshops; Results Framework of the JP.
	Does the joint programme or initiative include a multi-level governance approach to address the SDG challenges through collaboration between different levels of government, as well as with international organizations, and local communities? This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global.	<u>Yes/No</u>	Governance of the Global Accelerator; JP Management extend to Regional Councils via the representative Ministries in which there is local representation in the regions.	JP implementation Reports.
	Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, participatory budgeting approaches, etc.	<u>Yes/No</u>	Outputs of the JP.	JP Results Framework.
Accountability & Sustainability	Does the joint programme or initiatives include dedicated results, supported by a robust accountability framework, to systematically collect and report on contributions to SDG localization, both at the outcome and output levels?	<u>Yes/No</u>	SDG Targets directly addressed by JP; Outputs of the JP.	JP Results Framework.



	Does the joint programme or initiative include a dedicated plan to ensure the sustainability, leveraging of financial resources and replication/expansion of the SDG actions in additional localities, developed in collaboration with local and regional governments, local service providers and other local actors and stakeholders?	<u>Yes</u> /No	JP Outputs: JP Sustainability plan and exit strategy are localised through Regional Councils and Local Authorities through which the national government is decentralised.	JP Reports; JP Theory of Change; JP Results Framework.
Criteria for Scoring - Marker 3: Between 9 and 12 criteria marked as Yes. - Marker 2: Between 4 and 8 criteria marked as Yes. - Marker 1: Between 1 and 3 criteria marked as Yes. - Marker 0: None of the criteria marked as Yes.		Total # of Yes: 9		

ANNEX 6: Gender Equality and Human Rights markers

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 1.1: Maximize employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership.	3	This output targets women-led MSMEs, prioritizing women in employment creation and capacity building to reduce gender disparities and empower women economically. Community-shared ownership ensures women benefit from value addition and inclusive growth.
Output 1.2: Strengthened implementation/delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.	2	The output aims to enhance financial services for young people and marginalized groups, including women, ensuring a significant but not exclusive focus on gender inclusivity.
Output 1.3: Increased capacities for enterprises and workers to transition towards formality.	2	While increasing capacities for enterprises and workers to transition to formality, this output includes gender considerations, though the focus remains broad.
Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work.	2	This output works on strengthening employment and decent work policies with a gender-sensitive approach, contributing to gender equality without being its primary focus.
Output 2.1: Strengthened policy, financing and institutional capacities for expansion of universal social protection	2	By expanding universal social protection, this output addresses gender disparities, particularly benefiting women, but its scope remains inclusive of all vulnerable groups.
Output 2.2 Joint programme management, visibility, communication, monitoring and evaluation; and reporting with the participation of marginalized groups, including women, at risk of being left behind.	1	This output ensures basic gender sensitivity by including women in programme management and reporting processes, but the emphasis on gender is limited.

Human Rights Marker

Please copy the output as per in the workplan and add the Human Rights 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	HRM Score	Justification
Output 1.1: Maximize employment creation and strengthen productive capacities for youth and women led MSMEs to implement sustainable, diversified economic value addition, with community shared ownership.	2	The following 3 coding elements are present: - Activity is explicitly grounded in the enjoyment or fulfilment of human rights (or lack thereof) - Activity targets patterns of discrimination, inequality or marginalization - The normative framework and/or the outcomes from treaty bodies/UPR or special procedures are used to inform the activity
Output 1.2: Strengthened implementation/delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities.	2	The following 3 coding elements are present: - Activity is explicitly grounded in the enjoyment or fulfilment of human rights (or lack thereof) - Activity targets patterns of discrimination, inequality or marginalization - The normative framework and/or the outcomes from treaty bodies/UPR or special procedures are used to inform the activity
Output 1.3: Increased capacities for enterprises and workers to transition towards formality.	3	Contains 4 elements of the HR Marker: - Activity is explicitly grounded in the enjoyment or fulfilment of human rights (or lack thereof) - The normative framework and/or the outcomes from treaty bodies/UPR or special procedures are used to inform the activity - Activity targets patterns of discrimination, inequality or marginalization - References to 'rights holders' and/or 'duty bearers' with respective responsibilities and entitlements
Output 1.4: Strengthened policy frameworks and coordination for employment promotion and decent work.	3	The following 3 coding elements are present: - Activity is explicitly grounded in the enjoyment or fulfilment of human rights (or lack thereof): - Activity targets patterns of discrimination, inequality or marginalization - The normative framework and/or the outcomes from treaty bodies/UPR or special procedures are used to inform the activity - References to 'rights holders' and/or 'duty bearers' with respective responsibilities and entitlements
Output 2.1: Strengthened policy, financing and institutional capacities for expansion of universal social protection	3	Contains 4 elements of the HR Marker: - Activity is explicitly grounded in the enjoyment or fulfilment of human rights (or lack thereof) - The normative framework and/or the outcomes from treaty bodies/UPR or special procedures are used to inform the activity - Activity targets patterns of discrimination, inequality or marginalization - References to 'rights holders' and/or 'duty bearers' with respective responsibilities and entitlements
Output 2.2 Joint programme management, visibility, communication, monitoring and evaluation; and reporting.	1	Contains 2 elements of the HR Marker: - Participation and meaningful engagement of various stakeholders including the beneficiary groups/rights holders incorporated into the activity - Activity targets patterns of discrimination, inequality or marginalization

ANNEX 7: Overview of the Learning and capacity building plan for the main stakeholders, including social partners and civil society

The Joint Programme will seek to strengthen institutional capacities of main stakeholders, including social partners and civil society, to dialogue and coordinate and implement integrated policies and programmes for job creation and universal social protection. The Plan will focus on building capacities within the UNCT, government, social partners, civil society, and other partners to contribute to the implementation of the Joint Programme in line with the Global Accelerator overall results framework. It will emphasize capacities for system change, transformation, strategic foresight/planning, coordination, convening and partnership development.

A common approach will be adopted towards strengthening collaboration and partnership building for a results-oriented implementation of all the activities.

Key skills and competences

Stakeholder	Skills and Competences	Key Results and Actions
Government	1. Policy development and coordination 2. Financing for Social Protection and Job Creation 3. Coordination and Partnerships 4. Data Collection and Analysis	1. Policy development and coordination around employment promotion, social protection and formalization 2. Strategic planning and implementation including through pro-employment and gender-based budgeting and resource mobilization 3. Stakeholder engagement and communication around the Joint Programme and the Global Accelerator 4. Monitoring and evaluation with a focus on Employment Impact Assessments in the agriculture sector and other key sectors of the economy
Private Sector	1. Data Collection and Analysis 2. Financing for Social Protection and Job Creation 3. Coordination and Partnerships	1. Business development and investment planning for resource mobilization 2. Responsible business conduct including fundamental principles and rights at work – removing child and forced labour, strengthening safety and health, removing barriers for participation of youths and women and ensuring organization of workers for purposes bargaining for better working conditions
Social Partners	1. Data Collection and Analysis 2. Financing for Social Protection and Job Creation 3. Coordination and Partnerships	1. Knowledge and tools for implementing the Global Accelerator collective bargaining and negotiation 2. Worker organization and mobilization in the informal economy – including in agriculture and biomass sector through formalization and extension of social protection services
Civil Society	1. Data Collection and Analysis 2. Coordination and Partnerships	1. Community mobilization and engagement 2. Advocacy and policy influence for inclusion of women, youth, persons with disabilities and Indigenous Peoples in the labour market and particularly in agriculture and the biomass value chain. 3. Monitoring and evaluation related to inclusion in labour market outcomes
UN Country Team	1. Data Collection and Analysis 2. Coordination and Partnerships 3. Policy development and coordination 4. Financing for Social Protection and Job Creation	1. Coordination and facilitation of the roll-out of the Global Accelerator in Namibia 2. Resource mobilization and partnership development to implement projects and programmes identified in the Roadmap for the implementation of the Global Accelerator in Namibia. 3. Monitoring and communication joint results on the Global Accelerator

The capacity building will also include sharing knowledge and tools for incentives for private and public sector investment in biomass processing and formalization of workers and enterprises; increase the participation of youth, women and marginalised people in the formal economy due to targeted employment and social protection programmes as well promote the widespread adoption of climate-smart agricultural and biomass harvesting practices. This will be spearheaded by strengthened capacities for dialogue and coordinate and implement integrated policies and programmes for job creation and universal social protection to **achieve lasting changes-** attitudes, practices and patterns of behavior and social norms **to lead to systemic transformation in Namibia's agri-systems towards prioritizing employment in the national budget, national development policies and plans; and targeting of key sectors with highest potential for job creation.**

Objectives and main activities: *training and workshops/webinar, also elements of structured knowledge management, peer-learning and stakeholder dialogue*

Objective(s):	Activities	Lead	MoV
Policy development and coordination	- Needs Assessment and Capacity Gap Analysis - Sensitisation on integrated policy frameworks for job creation and social protection - Peer-learning - Stakeholder dialogue	MIRLEC, MoFED, NPC ILO, UNDP, FAO	JP Results Workplan and Implementation reports.
Financing for Social Protection and Job Creation	- Needs Assessment and Capacity Gap Analysis - Sensitisation on integrated approaches to financing for Social Protection and Job Creation - Peer-learning - Stakeholder dialogue	MIRLEC, MoFED, NPC ILO, UNDP, FAO	JP Results Workplan and Implementation reports.
Coordination and Partnerships	- Needs Assessment and Capacity Gap Analysis - Sensitisation on integrated approaches to financing for Social Protection and Job Creation - Peer-learning - Stakeholder dialogue	MIRLEC, MoFED, NPC ILO, UNDP, FAO	JP Results Workplan and Implementation reports.
Data Collection and Analysis	- Needs Assessment and Capacity Gap Analysis Sensitisation on integrated approaches to financing for Social Protection and Job Creation - Peer-learning - Stakeholder dialogue	MIRLEC, MoFED, NPC, NSA, BoN ILO, UNDP, FAO	JP Results Workplan and Implementation reports.

ANNEX 8: Overview of the Communications and visibility plan

The communications and visibility plan for the joint program outlines strategic communication activities, aimed at enhancing visibility, fostering stakeholder engagement, and ensuring compliance with donor visibility requirements. This plan integrates into the joint program's work plan, focusing on synchronized implementation of **Outcome 2 and Outcome 4**. **Outcome 2:** By 2029, Namibia has a diversified, resilient, and human rights **ECONOMY** that champions sustainable decent jobs, livelihoods and reduces inequalities inclusive of young people and marginalized communities. Objective of the Output 2. 1 is to strengthen productive capacities of institutions to implement sustainable, diversified economic value addition, with community shared ownership while Output 2.3 aims to strengthen implementation /delivery of diversified, innovative, and integrated financial sources and services, focusing on young people and marginalized communities. Outcome 4: By 2029, young people, women, and marginalized communities have equal access to and use of quality, affordable, gender-inclusive, and human rights-sensitive basic social services. Output 4.1 aims to strengthen national and sub-national capacities to efficiently deliver quality, affordable, gender-inclusive social and protection services, relying on evidence-based disaggregated quality data, with a focus on young people and marginalized communities. This is in alignment with the overall SDG communication approach of the UN Country Team (UNCT). PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements. Government of the Republic of Namibia will be a partner in the implementation of the Communications and Visibility plan.

The implementation of the JP will initiate roll-out of the National GA Roadmap as the longer-term national reform vision in line with national development objectives with employment creation and social protection extension at the heart of diverse cross-sectoral interventions The communications around the JP will also assist in showcasing Namibia's progress on the SDGs Agenda.

- Total budget: \$90,000 over two years
- Focus: Job creation in agriculture and biomass sectors, social protection expansion, and just transitions

Key Components

1. Budget Allocation

- Communications Personnel: \$45,000 (Dedicated Communications Specialist, 50% time)
- Communications Activities: \$45,000

2. Communication Objectives

- Raise awareness of the programme
- Promote job creation and social protection expansion
- Highlight success stories
- Engage partners and mobilize resources
- Position UN as a key partner
- Enhance digital engagement
- Build local capacity

3. Key Messages

- Innovation in agriculture and biomass sectors
- Importance of social protection coverage
- Benefits of formalization
- Women's rights
- Integrated approaches for national development
- Biomass value chain potential
- Contribution to SDGs 1, 8, and 10
- Importance of public-private partnerships

4. Target Audiences

- Government agencies, private sector, donors, civil society, media, youth, rural communities

5. Communication Approaches

- Social media campaigns
- Radio series on agricultural transformation
- Media briefings and training
- Success story videos
- Community outreach events
- Policy briefs
- Green Jobs Fair
- Annual stakeholder forum

6. Monitoring and Evaluation

- KPIs include media coverage, social media engagement, event participation
- Regular reporting and impact assessments

7. Risk Management

- Strategies for misinformation, resource constraints, and limited rural reach

8. Integration with National Priorities

- Alignment with thematic roundtables and UNSDCF outcomes

Implementation Highlights

- Launch social media accounts and targeted campaigns
- Produce monthly radio episodes on agricultural transformation
- Organize media briefings and community outreach events

- Host a comprehensive Green Jobs Fair
- Develop policy briefs and progress reports

Case Studies

- Otjikoto Biomass Project: 40MW power station creating 300 direct and 1,000 indirect jobs
- Green Scheme Success: Ndonga Linena Irrigation Project (details to be added)
- Maternity protection extension
- Adaptation/simplification of social insurance mechanism for workers in biomass

This plan aims to maximize visibility and impact of the programme's initiatives through diverse communication channels and stakeholder engagement, with a focus on real-world examples of job creation in the biomass and agricultural sectors.