

**Terms of Reference**  
**COUNTRY PROGRAMME REVIEW:**  
**NAMIBIA DECENT WORK COUNTRY PROGRAMME (2010-2017)**

**1.0 BACKGROUND AND JUSTIFICATION**

Work is the basic economic activity which is central to people's livelihoods. In addition to providing income, work can lead to broader social and economic progress for an individual and the country at large, however, this outcome is not possible if work is not decent.

The consultation process with the constituents for a DWCP for Namibia was initiated, during 2007 through a series of consultations with the government and social partners in Namibia. In November 2008 the ILO held its first consultations with national constituents to verify the country situational analysis report on decent work. Based on the report and the major decent work deficits were identified and the Constituents prioritized employment promotion, HIV/AIDS, social security and strengthening social dialogue, as the main areas in need of support. These provided a basis for developing the Namibia DWCP for 2010-2014; eventually extended to 2015-2016. Before that the ILO was delivering ad-hoc technical assistance through national, regional and global technical cooperation projects.

Over the years, the ILO's approach at the country level progressed towards a more coordinated and streamlined programme of support anchored in priorities as agreed with the constituents and rooted in the national development agenda. The DWCP for Namibia 2010-2014 was the first attempt to coordinate and align technical assistance, support and resources around a specific set of priority outcomes. The priority areas addressed in the Namibia DWCP 2010-2014/2015-2017 were been identified and prioritized through a participatory planning process involving all of the constituents in Namibia: Ministry of Labour and Social Welfare on behalf of Government; Namibian Employers' Federation (NEF) on behalf of employers, and National Union of Namibian Workers (NUNW) and lately the Trade Union Congress of Namibia (TUCNA) on behalf of the workers. The DWCP was designed and implemented around the following priorities:

**Priority-1: Employment Promotion:**

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

**Country Priority 2: Enhance Social Protection**

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

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

**2(b) Social Security**

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

#### **Country Priority 4: Strengthening Social Dialogue and Tripartism:**

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

#### **Other areas of Work**

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

The DWCP is in its final year of implementation and therefore, the government with its social partners is taking stock of progress made towards its implementation.

The Tripartite partners met in March 2017 to discuss on the roadmap for the next DWCP for Namibia in line with the evolving national, regional, continental and global development agendas. The Meeting was attended by Namibian Government Officials from the Ministry of Labour, Industrial Relations and Employment Creation, Ministry of Poverty Eradication and Social Welfare, Office of the Prime Minister, National Planning Commission, Representatives from Workers and Employers Organizations such as Namibian Employers Federation and the Trade union Congress of Namibia, Social Security Commission and ILO Representatives based in DWT/Pretoria<sup>1</sup> and Zimbabwe, Ms. Phororo(HP)-Director and Mr Adolphus Chinomwe( AC)- Programme Officer.

The meeting recommended that ***‘a detailed implementation review needs to be done at Outcome, output and indicator levels; highlighting attribution to the actions of the tripartite partners and other stakeholders’***. This review will be covered through a Country Programme Review to be conducted prior to the formulation of the next DWCP. The findings of the CPR will provide valuable insight to the DWCP implementing partners and stakeholders as well as to the ILO Country Office for Zimbabwe and Namibia in Harare, the Decent Work Team (DWT) in Pretoria, the ILO Regional Office for Africa and ILO Headquarters in the development of the next DWCP. The Country Programme Review (CPR) will also serve as a major input for the planning process of the next DWCP. The Government of the Republic of Namibia in collaboration with the social partners and the ILO therefore, seeks to recruit a national consultant to undertake a review of Namibia DWCP.

## **2.0 PURPOSE of the assignment**

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<sup>1</sup> Christina Holmgren(CH)-( Coordinator for Namibia)- ILS Specialist; Inviolata Chinyangarara(IC) - Workers’ Specialist; Maria Machailo-Ellis(MME)- Employers’ Specialist; Jens Dyring Christensen(JDC) - Enterprise Dev. Specialist; Frank Muchiri(FM) - OSH Specialist; Limpho Mandoro(LM)- Social Dialogue & Labour Administration Specialist; Coffi Agossou(CA) - Labour Statistics Specialist; Mwila Chigaga(MC) - Gender Specialist; Simphiwe Mabhele(SM) - HIV and AIDS Specialist and Bernd Mueller(BM)- Employment Policy Specialist

The purpose of this Country Programme Review (CPR) is to review the progress made so far in achieving the outcomes and take stock of recommendations, lessons learned and challenges so as to inform the development of the next DWCP. The review is also expected to inform the Government and Social Partners on how to enhance the role and contribution of the DWCP in support of national policies and strategies to achieve decent work in the context of the 5<sup>th</sup> National Development Plan, the Harambee Prosperity Plan; the SADC Employment and Labour Programmes; Agenda 2063 and the Sustainable Development Goals.

### 3.0 SCOPE OF WORK

The Consultant will undertake a comprehensive review of the DWCP using the standard OECD / DAC evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability of results) as well as the key issues of design and focus as the basis for its objectives and key questions, in order to ensure the veracity of the review. The review will need to ask among others the following questions:

- **Relevance:** Are we doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities?
- **Effectiveness:** Are the objectives of the development interventions being achieved? How big is the effectiveness or impact of the project compared to the objectives planned (Comparison: result – planning)?
- **Efficiency:** Are the objectives being achieved economically by the development intervention? How big is the efficiency or utilisation ratio of the resources used (Comparison: resources applied – results)?
- **Impact:** Does the development intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those effected?
- **Sustainability:** Are the positive effects or impacts sustainable? How is the sustainability or

The following objectives will provide guidance to the assignment for the consultant:

#### 3.1 OVERALL OBJECTIVE

To assess the appropriateness, relevance, adequacy of the design, effectiveness, efficiency, sustainability and impact of the DWCP.

#### 3.2 SPECIFIC OBJECTIVES

1. To determine the extent of linkages between DWCP outcomes and outputs and the 4<sup>th</sup> National Development Plan and the various national and sectoral policies and strategies, the Decent Work Agenda for Africa (DWAA 2007-15) and the United Nations Partnership Framework (UNPAF 2014-2018);
2. To assess the understanding and appreciation of DWCP among various national development stakeholders in the country;
3. To assess the usefulness of the strategies, partnerships and the constraints to be addressed, including the practical application of gender mainstreaming, youth development and attention to people with disabilities;
4. To assess the progress made so far to achieve the expected DWCP outcomes;
5. To assess the organizational capacities for the Ministry of Industrial Relations, Labour and Employment Creation, the social partners ((NUNW, TUCNA) and NEF) and the ILO Country Office with regards to the overall coordination and their effective participation and ownership of the programme; and

6. To identify all the stakeholders including development partners who have been engaged in the DWCP implementation and those who could potentially be engaged;
7. To identify the major challenges, weaknesses and strengths of the DWCP;
8. To identify lessons learned and document best practices as recommendations to inform the next DWCP.

#### 4.0 Proposed Methodology

The methodology for the DWCP will be based on ***a desk review complemented by interviews with individual implementing partners, Government, social partners, tripartite plus partners and other stakeholders and the ILO.*** The draft report will be presented to senior management at the Ministry of Labour and Social Security, Social Partners and ILO before a validation workshop with key stakeholders. The national consultant will be guided by the review questions in Annex 1 and the ILO Country Programme Reviews guide attached as Annex 2.

#### 5.0 Expected Deliverables

- i. First draft CPR report (in Microsoft Word)
- ii. Donor and strategic partners mapping report
- iii. Presentation to line Ministry and (selected) stakeholders
- iv. Second draft CPR report incorporating comments from line Ministry and (selected) stakeholders
- v. Presentation of CPR report at a stakeholders' validation workshop
- vi. Final CPR report

#### 5.1 Activity Schedule

NO	ACTIVITY	TIME FRAME	RESPONSIBLE PERSON
1	Engagement of Consultant Debriefing of the consultant	4 Sept 2017	ILO CO-Harare & ROAF
2	Desk review and Data collection	6-19 Sept 2017	Consultant
3	Present First draft report (*the donor strategic partners mapping will also be presented)	25 Sept 2017	Consultant
4	Initial Comments and inputs	27 Sept 2017	MLSS
5	Second draft report of CPR presented to stakeholders at a Validation Workshop	22 -29 Sept 2017	Consultant
6	Submit Final report	06 Oct 2017	Consultant

#### 6.0 Profile for Consultant sought

- Advanced degree in economics, social science or labour and employment or related field;
- Minimum of 7 years evaluation experience;
- Good knowledge of the Namibian Labour Market context;
- Knowledge and experience in ILO strategic objectives
- Ability to facilitate teams and organize work processes;
- Excellent communication and report-writing skills;
- Strategic thinking and ability to offer expert advice
- Flexibility in responding to changing priorities by the client and
- Fluent in written and spoken English with knowledge of local languages.

- **Fees:** The ILO will pay applicable rates for fees as guided by Namibia UN guidelines.
- **Time frame:** August- October 2017
- **Proposal submissions:** Interested Consultants please submit a 1.5-2 page proposal outlining the proposal for completing the assignment and separately the total cost of the assignment, including fees. All proposals should be submitted to the International Labour Organization, Block 8 Arundel Office Park, Norfolk Road, Mt Pleasant, Harare, Zimbabwe **Or** online to: [chinomwe@ilo.org](mailto:chinomwe@ilo.org) & [farice@ilo.org](mailto:farice@ilo.org); +263-772129210-3; +263-4-369805-12.
- **Financial proposals should be submitted to** [hunidzarira@ilo.org](mailto:hunidzarira@ilo.org)
- **Closing date: 1 September 2017**

## Annex 1: Review Questions

The evaluator shall examine the following key issues:

### 1. Relevance and coherence of the DWCP

- Is the programme relevant to the achievements of the outcomes in the national development plan, NDP4, DWAA, the UNPAF and the priorities of social partners?
- What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
- Does the programme strategically fit with ILO's Programme and Budget i.e. is it relevant?

### 2. Tripartite constituents 'capacities

- Have the tripartite constituents 'resources and efforts been steered towards supporting the delivery of the DWCP? i.e. specific structures and resources
- Do the tripartite constituents effectively use existing linkages to promote the DWCP and contribute towards resource mobilisation efforts

### 3. Validity of design

- The adequacy of the design process (Is the programme design logical and coherent)? Do outputs causally link to the intended CPO that in turn link to the broader DWCP Priorities? Has the design clearly defined performance indicators with baselines and targets?
- Has the DWCP carried out a proper consultation and involvement of tripartite constituents during planning, implementation and monitoring?
- Have gender issues been addressed in the programme document?
- Has attention been given to people with disabilities and youth development?
- Have there been targeted interventions towards the informal economy?

### 4. Programme effectiveness (Progress made on tangible outcomes)

- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?
- How effective were the backstopping support provided so far by ILO (regional office, DWT Pretoria and Geneva) to the programme?
- Has the programme been well communicated to and embraced by the constituents?

### 5. ILOs capacity, comparative advantage and efficiency

- Dose the ILO work with the constituents within the context of a larger national effort, contributing where they have voice, interest and comparative advantage
- Do the operations of the ILO match the DWCP

### 6. Efficiency of resource use

- Are resources (human resources, time, expertise, funds etc.) allocated and used strategically to provide the necessary support and to achieve the broader programme outcomes?

- Are the available technical and financial resources adequate to fulfil the DWCP implementation plan
- Are the programme's activities/operations in line with the schedule of activities as defined by the DWCP implementation plan?

#### **7. Effectiveness of management arrangements**

- Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- How effectively did the DWCP Steering committee / management monitor DWCP performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
- Are all relevant stakeholders involved in an appropriate and sufficient manner in ensuring the expected outcomes of the collaboration as spelled out in the DWCP?
- Was there a clear strategy for facilitating gender equality and linkages to the national gender infrastructure
- Is there a good understanding of the underpinning principles of the DWCP (and/or what it seeks to achieve) at the level of the lead Ministry and key stakeholders?

#### **8. Impact orientation and sustainability**

- Is the programme strategy and programme management steering towards impact and sustainability?
- Assess whether DWCP results are sustainable and identify steps that can be taken to enhance the sustainability of programme components and outcomes
- Was there baseline data at the start of the DWCP and is there adequate, credible and/or relevant post implementation data to assess progress and impact?

#### **9. Knowledge management and sharing**

#### **10. Lessons learned**

- What good practices can be learned from the DWCP that can be applied in the next phase and to similar future DWCPs?
- What should have been different, and should be avoided in the next phase of the DWCP?

#### **Tentative List of Organizations to be consulted**

- Members of the expanded National Steering Committee as discussed and agreed at the March 2017 meeting:
  - ✓ Ministry of Labour, Industrial Relations and Employment Creation,
  - ✓ Ministry of Health and Social Services,
  - ✓ Office of the President,
  - ✓ Ministry of Poverty Eradication and Social Welfare,
  - ✓ Ministry of Higher Education, Training and Innovation,
  - ✓ Ministry of Justice,
  - ✓ Ministry of Gender Equality and Child Welfare,

- ✓ Ministry of Finance,
- ✓ Ministry of Urban and Rural Development,
- ✓ Ministry of Industrialization, Trade and SME Development,
- ✓ National Planning Commission,
- ✓ Social Security Commission,
- ✓ Ministry of Sport, Youth and National Services,
- ✓ National Youth Council.
- ✓ Labour Resource and Research Institute(LARRI),
- ✓ Namibian Employers Federation, National Union of Namibian Workers,
- ✓ Trade Union Congress of Namibia, and
- ✓ NANGOF,
- ✓ National Training Authority(NTA)
- ✓ National Statistical Agency(NSA)
- ✓ Namibian Informal Sector Organisation (NISO)

### **List of Documentation for Review**

- **DWCP of Namibia**
- **Mid-term DWCP Review report**
- **NDP4**
- **UNPAF 2010-2018**
- **Harambee Prosperity Plan**
- **NEP**
- **Nationals OSH Policy**
- **Employment and Labour Studies**
- **P&B**
- **S&P framework**
- **ILO Implementation reports**
- **DWCP Reports**
- **ILO Project documents and reports**
- **Constituents reports including** Research Reports on the Unemployment Insurance, National Pension Funds and Medical Benefit Funds.

Annex 2: ILO Country Programme Reviews (CPR) guide

[http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_421620.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_421620.pdf)