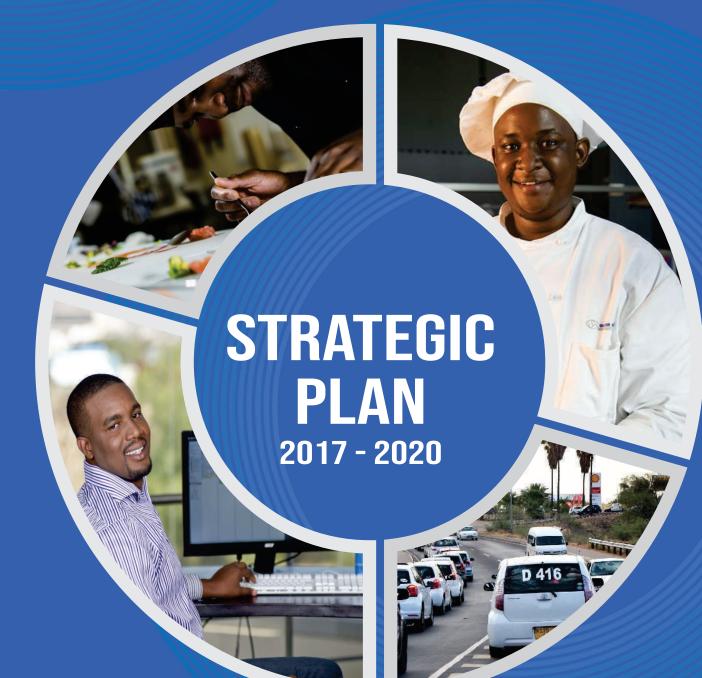


REPUBLIC OF NAMIBIA

MINISTRY OF LABOUR, INDUSTRIAL RELATIONS & EMPLOYMENT CREATION





REPUBLIC OF NAMIBIA

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LIST OF ABBREVIATIONS

AA	- Affirmative Action
AAA	- Affirmative Action Act
AA(E)A	- Affirmative Action (Employment) Act
Acc	- Accountability (for objective)
ARLAC	- African Regional Labour Administration Centre
AU	- African Union
CSF	- Critical Success Factor(s)
CMS	- Case Management System
EEC	- Employment Equity Commission
ESB	- Employment Services Board
ICT	- Information and communication technology
NIEIS	- Namibia Integrated Employment Information System
ILO	- International Labour Organisation
KPI	- Key Performance Indicator
LA	- Local Authority
LAC	- Labour Advisory Council
MoF	- Ministry of Finance
MLIREC	- Ministry of Labour, Industrial Relations & Employment Creations
NGO	- Non-governmental Organisations
NPF	- National Pension Fund
0/M/A	- Office/Ministry/Agency
OPM	- Office of the Prime Minister
PA	- Performance Agreement (individual performance contract)
PESTLE	- Political, Economic, Social, Technological,
	Legal and Environmental
PI	- Performance Indicators
PMS	- Performance Management System (of Namibia)
SADC	- Southern African Development Community
SWOT	- Strengths/Weaknesses/Opportunities/Threats

Strategic Plan | 2017 - 2022



DEFINITIONS OF KEY TERMS

Action steps planned: the tasks undertaken to achieve the stated objective

Baseline value: the value of the indicator that serves as the starting or reference point against which future performance will be measured, i.e. it is the actual data available for a particular indicator at the starting point of the plan or, if available and appropriate, it represents the previous year's performance (where baseline data are not available, options should be explored given the financial implications, e.g., where it is very important to have baseline data a baseline study could be commissioned, but in cases where such a study would not be feasible or cost-effective, implementation should proceed even without a baseline value). In the process of setting baselines, it is advisable to retain all source documents for future reference.

Indicator: the name of the indicator

Indicator definition: the definition of the indicator (needs to be extremely clear and specific so that everyone would understand exactly what the indicator is measuring)

Indicator level: whether the indicator is at the input, activities, output, outcome, or goal level, per the logic model

Indicator classification: whether the indicator's value will be counted as cumulative, incremental level, or date (it is strongly preferred that incremental counting be avoided)

Initiative - current and future activities, projects and programmes the organisation is engaged in to help ensure it meets or exceeds its performance targets. Initiatives drive strategic performance. Initiatives are not ends in themselves, but means by which the organisation achieves its strategic objectives.

Key Performance Indicators (Measures(s) – these refer to the objective and not the initiatives; KPIs are the agreed upon measure(s) in terms of cost, time, quality or quantity (CTQQ) used to determine effective performance and achievement of the objective. KPIs make objectives 'SMART' – specific, measurable, achievable, realistic and time-bound. 'KPIs with their targets are used to assess achievement, indicate progress, or the lack thereof, towards achieving the objective

Mission - the mission statement defines the nature and core purpose of the organisation and is based on its mandate as expressed in specific legislation.

Objective - a specific (definable), concrete (measurable), short-term statement of a desired result, condition or accomplishment towards the achievement of strategic and management plans.

Outcome - the consequence, effect, impact and/or payoff(s) of achieving specific objectives/results, especially where direct effect is extremely difficult to measure.

Outputs - the services delivered or products produced.

Performance Target - the target for each KPI can be expressed in different units, e.g. percentage, N\$, number, frequency and date (sometimes referred to as TCQQ – Time, Cost, Quality and Quantity); the target is an agreed quantifiable performance level or change in level to be attained by a specific date and often based on benchmarking.

Programme: the collective name of the group of related projects that are implemented to achieve the stated objective(s)

Project (MTEF Activity): the set of interrelated tasks to be executed over the programme's period (equates with the MTEF Activity)



5 J



Strategy - strategy starts with the present and moves the organisation to the future. Strategy asks three questions: "Where are we now?" (by analysing our internal and external environment); "Where do we want to go?" (where is our preferred destination in say 5 years?); "How do we want to get there?" (our roadmap). Strategy represents the broad priorities adopted by the organisation in recognition of its operating environment and in pursuit of its mission.

Strategic Initiative/Strategic Objective: the strategic initiative (from the NDP) or the strategic objective (from the O/M/As Strategic Plan) to which the programme(s) contribute(s)

Strategic Plan - the document capturing the strategic critical issues and strategies towards attaining the organisational purpose and direction as developed by the organisation. ; Strategic Planning - a process through which an organisation determines its strategic direction by setting clear objectives, including high level statements (vision, mission, core values) on a long term basis.

Strategic Theme (Strategic Focus Area) – a theme, a priority or focus area, a high level objective or cluster of related objectives, sometimes called a goal. Typically themes are formed around broad service areas.

Values – values determine the way things get done in the organisation. Values are timeless guiding principles, deeply held beliefs within the organisation and demonstrated through the day-to-day behaviours of all employees. The organisation's values make an open proclamation about how it expects everyone to behave.

Vision - the vision is the attractive and desirable picture of the future organisation, in say 5 or 10 years time, in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing and capacities.







HON. ERKI NGHIMTINA, MP MINISTER

FOREWORD

The Ministry of Labour, Industrial Relations and Employment Creation (MLIREC) has once more again embarked on yet another envisaged ambitious journey of plotting its purpose, direction and goals for the period 2017/2018 to 2021/2022. The plotting process which encompassed broad consultations with various stakeholders, both within micro and macro environment, has culminated into this 2017/18 to 2021/22 MLIREC Strategic Plan.

The MLIREC, has over the years developed and implemented policies and programmes to provide enhanced industrial relations and employment services as per the Constitution of the Republic of Namibia particularly Article 95. The ultimate goal is to ensure increased productivity, harmonious industrial relations, decent work, full employment and social protection in the Namibian labour market.

Taking into account the overall strategic priorities of Government as outlined in Namibia's Vision 2030, National Development Plan (NDP) 5, Harambee Prosperity Plan (HPP), as well as the SWAPO Party 2014 Election Manifesto, the Ministry will, over the next five years, focus on the following strategic goals:

- Promotion of labour market stability and social justice at workplace;
- Coordinating the creation of decent and sustainable employment creation as well as promotion of productivity;
- Strengthening regulatory framework; and
- Ensurance of high performance culture.

To ensure that, such Strategic Objectives are achieved, the Ministry will apart from establishing the National Pension Fund (NPF) as well as the National Productivity Centre, will also review and/ or develop a range of policies, ratify relevant ILO instruments and promulgate amendments to the following legislations which it administers: the Labour Act, 2007 (Act No. 11 2007), Employment Services Act (Act No. 8 of 2011) and the Affirmative Action (Employment) Act, 1998 (Act No. 29 of



1998). The proposed amendments are aimed at promoting justice and ensuring stability in the labour market which in turn will have positive impacts on the creation of decent and sustainable employment and as well as enhanced productivity.

The Ministry will be guided by the Public Service Principles of equity and justice, professionalism, impartiality, respect, empathy, teamwork and innovation throughout its quest of regulating the labour market and implementing various programmes that will contribute to the country's economic growth.

Cognisant of the macro-environment in which it operates, the Ministry hereby commits itself to work closely with other Ministries and State institutions, social partners (both local and international); NGOs and any other bodies that may have impacts on the labour and employment issues to ensure stability, justice, decent work and enhanced productivity in Namibia. This Strategic Plan will therefore, serve as a Reference Point for the integration and alignment of plans, processes, structures, interventions, goals, targets, tasks, activities, actions, and occupational categories of all staff members of the Ministry. It will further assist the Ministry in integrating and driving its all performance dynamics in a common focussed direction with a single purpose to lead Namibia into an ideal objective of being "A productive nation with its workforce, enjoying harmonious industrial relations, decent work and full employment".

Hon. Erkki Nghimtina, MP Minister: MLIREC





ACKNOWLEDGEMENT

I am humbled to present the Ministry of Labour, Industrial Relations and Employment Creation's Strategic Plan 2017/18 to 2021/22. The Strategic Plan has been aligned to Namibia's Development Plan Frameworks such as Vision 2030, SWAPO Party 2014 Election Manifesto, Harambee Prosperity Plan and NDP 5. The goal of this plan is to operationalise the aspirations and expectations expressed in the above mentioned development plans. The Ministry is, in the next five years, focusing on promotion of productivity, maintenance and improvement of harmonious industrial relations, ensurance of decent work and full employment creation in the country.

It is cognisant of the fact that this Strategic Plan has been develop during a difficult and challenging time when Namibia was going through her fiscal restructuring which was a mammoth task in terms of the implementation of the Plans. However, this situation dictates that Government should do more what matters with less.

This Strategic Plan was developed through an intense consultative process. Our direct stakeholders, social partners, clients and staff members were consulted to get their inputs. I want to take this opportunity to thank all those who contributed to the development of this guiding important document. Special thanks go to the Office of the Prime Minister (OPM) for its technical support and guidance. I also want to thank the social partners, staff members in the Ministry who objectively expressed their expectations by completing the Questionnaire.

Last but not the least, I would like to thank the Strategic Plan Task Team for their dedication and resilience to the compilation of this Strategic Plan under stringent deadlines.

The success, results and value of this Strategic Plan depend entirely on its effective implementation by everyone concerned. Therefore, I urge all of us to re-commit and re-dedicate ourselves to the implementation of the Strategic Plan and to ensure that we achieve the goals as set therein for the next five years.

SHINGUADJA, B.M

Permanent Secretary







1. INTRODUCTION

1.1 Introduction

The MLIREC Strategic Plan has been developed to serve as a Roadmap for the Ministry for the 2017/2018 – 2021/2022 period. This is one of the Ministries whose objectives are enshrined in the Namibian Constitution, Vision 2030 and the Sustainable Development Goals under Goal no. 8. This shows how important this Ministry is in the labour and employment filed. The Strategic Plan formulation was guided by the High Level Statements namely, SWAPO Party Manifesto 2014, Harambee Prosperity Plan (HPP) and National Development Plan (NDP5),

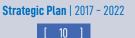
1.2 Purpose of the strategic plan

The Strategic Plan provides the strategic direction towards performance improvement through actions to carry out the organization's Mandate and achieve its Vision. The Strategic Plan is the foundation of Performance Management Systems (PMS). It sets clear strategic objectives and allows the organization to manage performance in order to achieve the set objectives. It forms a basis for Performance Agreements (PAs) at individual/staff level thereby translating a strategy into the desired action by the entire organization. In addition, the Plan integrates and unifies an organization around a shared Vision and guides decisions in the allocation of scarce resources.

The methodology followed to develop the Ministry's Strategic Plan was based on the Public Service Strategic Planning Framework that has been developed by the Office of the Prime Minister (OPM) to guide the process in developing strategic plans across the entire Public Service. This is not only done for improving productivity and enhancing efficiency in the O/M/A but also for the effective implementation of the PMS in the Public Service.

Through strategic planning the Ministry is therefore able to:

- Clearly define where it is now and where it is going;
- Identify and establish strategies to get there;
- Distinguish priority actions from non-priority actions;
- Allocate the available resources to the objectives and initiatives (strategies); and
- Take advantage of available capacity and resources.





2. HIGH-LEVEL STATEMENTS

2.1 Mandate

To coordinate employment creation efforts, to regulate the labour market in accordance with the Namibian Constitution, and the labour and employment laws.

2.2 Vision

A productive nation enjoying harmonious industrial relations, decent work, social protection and full employment.

2.3 Mission

To achieve harmonious labour relations, full and productive employment and social justice at work through social dialogue, public education, labour market services, law enforcement and dispute resolution

2.4 Core Values

In delivery efficient and effective services, the Ministry will be guided by the General Principles of the Public Service Charter.

Standard

Set, monitoring and publishing clear standards of service that individual members of the public can reasonably expect

Information

Provide information about public services in a straightforward and open manner which is readily understandable.

Courtesy and helpfulness

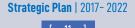
Provide a courteous and helpful service which is run to suit the convenience of those entitled to the service

Consultation and participation

Ensure that there is regular consultation and communication with those who use services and, having taken their views and priorities into account, providing a choice wherever possible.

Accountability

Provide details of performance against targets and identifying who is responsible. Public servants can be identified readily by their customers as they should be wearing name badges. To ensure that public servants are accountable for their actions at all times.





• Transparency

Disclose how public services are managed together with the cost and performance of specific services which are open to public scrutiny in all actions taken in public office.

Non-discrimination

Ensure that services are available and applied equally to all.

Quality services

Publicize straightforward feedback procedures. Provide where errors have been made, an apology, full explanation and early correction of the error.

Value for money

Provide efficient, effective and affordable public services

Accessibility

Ensure accessibility to public service by accommodating the service needs of our services users





3. ENVIRONMENTAL_SCANNING

3.1 SWOT Analysis

Environmental scanning is the monitoring, evaluation and dissemination of information from the external and internal environments to the Ministry, to inform the formulation of strategic plan. The PESTLE technique was used to analysis external factors (political-legal, economic, sociocultural and technological forces). External variables (Opportunities and threats) were listed out of the analysis.

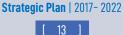
Internal environment was scanned through a specific Questionnaire developed for internal stakeholders and role-players to determine the strength and weaknesses that are within the Ministry itself.

The external variables (opportunities and threats) together with internal variables (strength and weaknesses) were combined to what is termed as "SWOT".

SWOT analysis highlights the basic raw material of specific conditions in the Ministry's environment for environmental analysis. The success of a new strategy for the Ministry depends on the strategic fit between the internal situation and the external conditions.

- Infrastructure
- Competent staff members
- Performance Manangment System
- Communication and
- Feedback System

- Economic crisis •
- Low union density level
- High unemployment rate
- Inadequate social dialogue
- Poor coordination of employment creation efforts
- Low productivity
- strengths Threats SWOT Opportunities
- Poor organisational culture
- Low morale
- Static leadership
- Poor customer services
- Insufficient resources
- Poor record managment system
- Poor enforcement mechanism
 - Lack of committments
- Good relations with stakeholders/role-players
- Adequate legislations
- Harmonius labour relations
- **Clear policies**



1



3.2 Stakeholders Matrix

Stakeholders' engagement is important across all the Ministry's programmes. The Ministry has identified its stakeholders and their expectations as listed in the Matrix. The expectations of the stakeholders will be addressed through the Strategic Themes and Objectives of the Strategic Plan 2017/2022.

Stakeholder Grouping	Stakeholder Name	Expectations
	Trade unions/ Federations	 Effective labour inspections
1. Customers	Workers	Effective monitoring of affirmative
	Employers	action
	 Employers organisations/ 	 Effective dispute resolutions
	Federations	 Tripartite consultations
		 Strengthen social dialogue
		Education and information
	 Job Seekers/Unemployed 	Employment opportunities
		 Decent jobs
		 Career guidance and Vocational counselling
		 Labour market information
2.Ministry Staff	 Staff members 	 Capacity Building
		Leadership and change management
		 Open communication
		 Proper record management system



3.0/M/As and Parastatals	• O/M/As • Parastatals	 Good governance and effective effective institution Quick and effective dispute resolution Labour advisory services Regulated employees wellness Broaden economic base
4. Research Institutions	• LaRRI	 Capacitate labour inspectors Proactive on labour and employment matters Improve the prominence of the Ministry Ratify Conventions concerning sustainable jobs
5.International Organisations	• ILO	 Adopt employment strategies in developing infrastructure and service delivery Increase participation of SME in government procurement processes





4. STRATEGIC ALIGNMENT

This Strategic Plan aligns its strategies and activities to the High Level Initiatives as embodied in the:

- Vision 2030,
- SWAPO Party Election Manifesto.
- Harambee Prosperity Plan,
- Sustainable Development Goals, and
- NDP5

4.1 Linkage to Vision 2030

Chapter 4: People's Quality of Life

Section 4.2 Wealth, Livelihood and the Economy, subsection 4.2.3 Employment and Unemployment, Objective: "To ensure that all factors of production in an economy (land, labour, capital and entrepreneurship) are fully utilised".

Furthermore, *Section 4.4* Equity: Individuals, Community and the State, subsection 4.4.4 Senior Citizens, Objective: "Ensuring that the Social Security System in Namibia provides the greatest coverage of integrated contributory and non-contributory schemes."

4.2 Linkage to the SWAPO Party Manifesto

Economic Growth and Job Creation

B. Sectoral and Microeconomic Interventions,

<u>B.7. Specific employment creation initiatives</u>, Continued institutional reforms for the registration and establishment of a database of the unemployed to reflect the type of skills they possess, skills development needs, and available skills development institutions for placement, required incentives to the trainers, and employers and available employment opportunities.

B.8. Specific poverty reduction strategies, Continued support to the vulnerable groups within the society through the improvement of safety nets and other social support services.

4.3 Linkage to Harambee Prosperity Plan (HPP)

Chapter 3 of the HPP, Pillar 1: Effective Governance and Service Delivery,

Goal and Outcome #02 (HPP02): Improved Performance and Service Delivery

Chapter 4, Pillar 2: Economic Advancement,

Goal and Outcome #06 (HPP06): Economic Competitiveness, the strategy of establishing a Productivity Centre.

Chapter 5, Pillar 3: Social Progression,

Goal and Outcome #07 (HPP07): Hunger Poverty, the strategy of establishing a National Pension Fund.





4.4 Linkage to Sustainable Development Goals (SDGs)

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

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".

8.5 "By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value".

8.7 "Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms"

8.8 "Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment"

4.5 Linkage to NDP5

<u>Chapter 2</u>: Economic Progression: 2.2.2 Manufacturing Sector, Desired Outcome: By 2022, the contribution of general manufacturing sectors to GDP has increased from N\$17.8 billion to N\$20.6 billion.

<u>Strategy:</u> Improve Labour productivity by aligning skills, knowledge, and attitude to the jobs demanded by the labour market.

<u>Chapter 5:</u> Good Governance, 5.3 Public Service Performance and Service Delivery.

Desired Outcome: "By 2022, Namibia has improved service delivery to the satisfaction of citizens".







5. STRATEGIC THEMES AND OBJECTIVES

Strategic Themes

The strategic themes are the key focus or priority areas on which the Ministry should concentrate for the next five years to achieve its high level statements. The strategic themes are operationalized through strategic objectives that will guide the operations of the Ministry to deliver value added services to its clients and/or stakeholders.

Theme No	Strategic Theme	Description
1	Regulatory Framework	This theme focuses on laws, regulations and policies that outline the legal requirements to be met.
2	Operational Efficiency	This theme focuses on operational infrastructure, improved processes and sound resources management to deliver the desired results.
3	Customer Services	This theme focuses on relationship between the Ministry and its clients and stakeholders

Strategic Objectives linked to Strategic Themes

No	STRATEGIC OBJECTIVES	ST	RATEGIC THEME
1.1.	Ensure effective regulatory framework and compliance	1.	REGULATORY REFORM
	2.1 Promote labour market stability 2.2 Ensure social justice at workplace	2.	ACCELERATE SUSTAINABLE DEVELOPMENT
2.3	Coordinate decent, sustainable employment creation and productivity promotion		
2.4	Promote effective governance		
3.1	Ensure improved public service delivery	3.	OPERATIONAL EXCELLENCE



6. CRITICAL SUCCESS FACTORS

The following elements are of significance importance that would lead to the realization of the broad strategic objectives, ultimately Ministry` Strategic Plan over the plan period.

These factors include:

- Adequate funding for the Strategic Plan avail funds to carry out the activities of the strategic plan
- Leadership and management skills improvement provide sound leadership, monitor and evaluate progress towards set goals
- Competent Staff members skilled and committed staff members to accomplish objectives.
- Use of modern information and communication technology systems technology increases productivity and efficiency and enhances communication, both internally and externally.
- Promote public confidence in our services uphold the core values in delivering services
- Continuous stakeholders engagement ensure an inclusive and functional labour administration system







7. RISK ASSESSMENT

Risk Title	Risk Description	Who is to be	Strategic	Risk	Mitigation strategy	Responsible
		affected	Objective	Assessment:	to prevent the	Person/Unit
				(moderate,	possible risks	
				high, low)		
Inadequate	Inadequate	The Ministry's	Ensure		Explore	PS & All Heads
funding	budgetary provision	internal &	improved		alternative	of Offices/
	to implement	external	ernal public service High		sources	Directorates/
	most critical	operations	delivery		of funding,	Division
	programmes/	and services			prioritise critical	
	projects				activities	
					for funding,	
					implement	
					cost cutting	
					measures	
					and do more	
					with less	
High staff	Inability to attract	The Ministry	Ensure	High	Develop a	PS & All Heads
turnover	and retain critical	and its	improved		mentoring	of Offices/
	human capital	stakeholders	public service		programme,	Directorates/
	(skills and expertise)	who are	delivery		staff	Division
	leading to poor	expected			development	
	service delivery	to receive			programmes	
		efficient			and pave a	
		and prompt			path for staff	
		service			retention.	
		delivery				
Lack of	Under-skilled	The Ministry	Ensure	High	Staff	PS & All Heads
skills and	personnel	and its	improved		development	of Offices/
competence		stakeholders	public service		programmes	Directorates/
		who are	delivery			Division
		expected				
		to receive				
		efficient				
		and prompt				
		service				
		delivery				
Lack of	Duplication of efforts	The Ministry	Coordinate	High	Develop a	PS & All Heads
coordination	and fragmentation	and its	decent,		coordination	of Offices/
among	of functions	stakeholders	sustainable		strategy	Directorates/
stakeholders		who are	employment			Division
		expected	creation and			
		to receive	productivity			
		efficient	promotion			
		and prompt				
		service				
		delivery				

Strategic Plan | 2017 - 2022



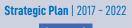
						Strategic	Plan M	atrix								
0	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline 2016/17		Yea	arly Targe	ts		Programme	Project	Bud	lget	Responsible Unit
	Pillars						2017/18	2018/19	2019/20	2020/21	2021/22			Operational	Developmenta	
			% completion of Employment Services Act amendment	Review and amendment of the Employment Services Act, 8 of 2011	Incremental	0%	0%	20%	50%	80%	100%		Regulatory Frameworks (Reviews & Developme nt)	2,000,000.00	0	International Relations and Advice & Labour Market Services
			% of completion of the Affirmative Action reviewed	Review and amendment of Affirmative Action Act	incremental	10%	60%	80%	100%	0%	0%			0		
			% of completion of Social Security Act,, reviewed	Social Security Act												
By 2022, Namibia has improved service delivery	Regulatory framework	Ensure effective regulatory framework & compliance	% of completion of the labour act reviewed	Review and amendment of The Labour Act, 11 of 2007	incremental	30%	70%	80%	100%							
to the satisfaction of citizens			% completion and tabling of Productivity legislation	Development of National Productivity Act	Incremental			60%	100%					16, 817, 100.00		
			% completion and tabling of OSH Bill	Bill tabled	Absolute			30%	60%	85%	100%		Labour inspection & enforcement	7, 190,624		Labour Services
			% compliance employment legislations	Adherane to the legislations; Employment Act,	Absolute	50%	100%	100%	100%	100%	100%		services			
			% compliance with labour legislation	Inspected employers in compliance with the Labour Act's 2007 provisions on conditions of employment and OSH Regulations	Absolute	57%	100%	100%	100%	100%	100%			16,949,896		
		Promote social	% implementation of LAC resolutions	resolutions taken by the LAC and its standing committees	incremental	90%	90%	90%	90%	90%	90%	International	Coordinatio n of			International
	Industrial dialogue and g Relations tripatism ii		Namibia's adherence to all ratified conventions and standards as per the	Absolute	50%	100	100	100	100	100	cooperation	international obligations			Relations & Advice	

			decisions	The implementation of the decisions of SADC and AU	Absolute	80%	90%	90%	90%	90%	100%		Coordinatio			International	
			dialogue and tripatism		The progress made on the full implementation of the Decent Work Country Programmes in Namibia				20%	40%	70%	100%	International cooperation	n of international obligations			Relations & Advice
				within a set time frame	conciliation and arbitration proceedings	Incremental	0%	60%	70%	80%	85%	90%			250,000,000.00	0	
N	By 2022, amibia has improved	Harmonious		% level of satisfaction of stake holders	positive customer perceptions about services rendered	incremental	0%	50%	65%	75%	85%	90%		Prevention and	and ettlement f labour		Office of the Labour
ser	service delivery to the satisfaction of citizens	Industrial	ustrial	% reduction of pending cases	Conciliation and Arbitration pending cases vs new registered cases reduced	Decrementa I	0%	65%	50%	40%	30%	6%	Promotion of harmonious	of labour disputes			Commissione r
				% completion of new CMS	Progress on CMS creation	incremental	20%	45%	60%	75%	85%	100%	labour relations				
				number of interventions implemented for education campaign	types of interventions used to share information on labour rights e.g breakfast meeting, brochures etc	Absolute	0	4	4	4	4			education and media campaign			education and media campaign
				Number of Potential National Disputes Researched & Reported	sharing of information on labour rights & obligations	Absolute	0	2	2	2	2	2		International Relations and Advice			

		Í.		1								1													
By 2022, Namibia has			% implementation of the National Labour Inspection Policy	National Labour Inspection Policy promoted through the implementation plan & progressively evaluated.	Incremental	55%	80	85%	90%	100%		Promotion of		5,298,480											
improved service delivery to the satisfaction of citizens	Harmonious Industrial Relations	Ensure social justice at the workplace	% completion of National Minimum Wage Order	The finalisation process on the introduction of the National Minimum wage instrument aimed to address inequality and reduces poverty in Namibia	Incremental	30%	70%	100%				harmonious labour relations	Labour services protection		IR&A, Labou Services	IR&A, Labour Services									
		Promote employment equity.	% compliance with AAEA	Adeherence to the procedures and requirements of the Affirmative Action (Employment) Act by all relevant stakeholders.	Absolute	70%	100%	100%	100%	100%	100%	Employment Equity	Affirmative Action Enforcemen t & Monitoring	6,093,000		Employment Equity Commission									
			No. of EEC Annual report produced	Statistical data and information from relevant employers analysed and interpreted.	1	1	1	1	1	1	1			250,000											
By 2022, the proportion of severely poor individuals has dropped from 11% in 2016 to 5%	Creation of decent employment	Promote decent and sustainable	% reduction in unemployment rate	The Ministry in support of various stakeholders will put in place different programmes and projects that will foresee the reduction of unemployment in the country.	decremental	29.30	29.30	28.10	26.80	25.70	24.20	Labour market	Coordinate employment creation	16, 817, 100.00		Labour Market									
											employment.	% of jobseekers placed	The jobseekers placed for employment out of the targeted number, with the aim to reduce unemployment and contribute to the outcomet of theNDP5	Absolute	80%	90%	90%	90%	90%	90%	services	Implement ation of the Namibia Integrated Employment Information System(NIE IS)	16, 817, 100.00		Services
By 2022, the proportion of severely poor	Creation of	Promote decent and	% implementation of the employment Programmes	Execution of the Labour Market Programmes that aims to develop human resources and promote employment opportunities	Incremental	30%	50%	65%	80%	90%	100%	Labour	Provision of employment services	16, 817, 100.00		Labour									

	ndividuals has dropped from 1% in 2016 to 5%	decent employment	sustainable employment.	% completion of National Productivity policy % National Productivity Centre establshed and	Finalisation of the Daft National Productivity Policy Productivity promotion program aimed to inculate	Incremental	50% 30%	60% 40%	100% 50%	95%	100%	100%	market services		16, 817, 100.00 16, 817, 100.00	Market Services
_				operatonal % completion of the National Pension Fund	productivity mindset implemented The progress made on the establishment of the National Pension Fund through the Social Security Commission	Incremental	80%			90%	100%		Supervision and support services integration	Policy implementat ion		
N in se to	y 2022, amibia has aproved rvice delivery the ttisfaction of tizens	Operational Excellence	Ensure improved Public Service Delivery	number of functions fully decentralised	Key public services that are to be decentralized & prioritized in the regions up to the grass roots level, as per the Decentralization Policy: Employment Services, Complaints Registrations, Research and Development, Labour and OHS Services, Stakeholder s Assistance, IT Services, Maintenanc e Services, and Procurement	Absolute	0	0	0	0	7	0		Decentralisa tion Implementat ion	224'727.12	PS's Office
	By 2022, Namibia has improved ervice delivery to the satisfaction of citizens			% of Ministerial Performance Score	This indicator measures overall performance scores of the ministry; calculated by computing the simple average score of the ministry after annual Performance Review	Incremental	50	70%	80%	89%	90%		Performanc e Improvemen t	e Managemen t (PMS, Charters)		
				% staff satisfaction (rate)	The satisfaction of staff members in terms of organisational leadership, working environment and staff well-being.	Incremental	10%	20%	60%	80%	89%	90%		Employee Wellness		

						Strategic	Plan M	atrix								
0	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline 2016/17		Yea	arly Target	ts		Programme	Project	Bud	get	Responsible Unit
	T maro						2017/18	2018/19	2019/20	2020/21	2021/22			Operational	Developmenta I	
			% completion of Employment Services Act amendment	Review and amendment of the Employment Services Act, 8 of 2011	Incremental	0%	0%	20%	50%	80%	100%		Regulatory Frameworks (Reviews & Developme nt)	2,000,000.00	0	International Relations and Advice & Labour Market Services
			% of completion of the Affirmative Action reviewed	Review and amendment of Affirmative Action Act	incremental	10%	60%	80%	100%	0%	0%			0		
			% of completion of Social Security Act,, reviewed	Social Security Act												
By 2022, Namibia has improved service delivery	Regulatory	Ensure effective regulatory	% of completion of the labour act reviewed	Review and amendment of The Labour Act, 11 of 2007	incremental	30%	70%	80%	100%							
to the satisfaction of citizens	framework	framework & compliance	% completion and tabling of Productivity legislation	Development of National Productivity Act	Incremental			60%	100%					16, 817, 100.00		
			% completion and tabling of OSH Bill	Bill tabled	Absolute			30%	60%	85%	100%		Labour inspection & enforcement	7, 190,624		Labour Services
			% compliance employment legislations	Adherane to the legislations; Employment Act,	Absolute	50%	100%	100%	100%	100%	100%		services			
			% compliance with labour legislation	Inspected employers in compliance with the Labour Act's 2007 provisions on conditions of employment and OSH Regulations	Absolute	57%	100%	100%	100%	100%	100%			16,949,896		





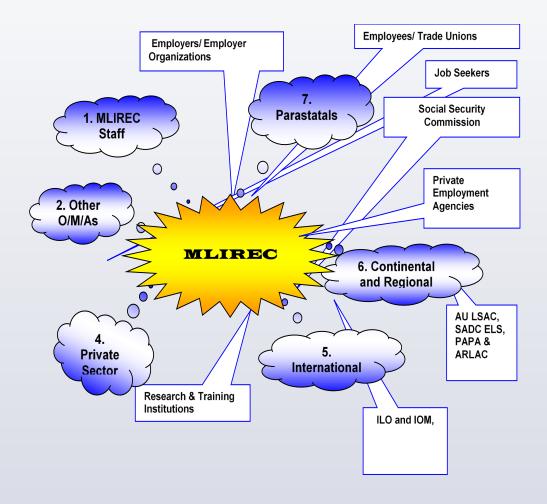








ANNEXURE 1 - THE STAKEHOLDERS OF MLIREC



Strategic Plan | 2017-2022





ANNEXURE 2 - EXTERNAL STAKEHOLDERS QUESTIONNAIRES



Ministry of Labour, Industrial Relations and Employment Creation

QUESTIONAIRE

This questionnaire is for the purpose of assessing our services and improving them to meet your needs. Therefore, your opinions are very much important to us. Please do not write your name on the questionnaire. Where provided mark with a cross X in the boxes.

1.	Stakeholder Information
	(a) Name of Stakeholder:
	(b) Type of Stakeholder
	(c) What comes to your mind when you hear Ministry of Labour, Industrial Relations and Employment Creation?
2.	Service Delivery
	(a) When last did you interact with the Ministry of Labour Industrial Relations and Employment Creation?
	(b) What was the purpose of your visit (s)?
	Strategic Plan 2017 - 2022
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	REPUBI
	(c) Where your expectations met?
	Yes No
	(a) (i) Rate your experiences with our services in terms of expectations
	Very Good
	Good
	Average Poor
	Very Poor
	(ii) Any suggestions for improvement?
3.	Legal Framework
	(a) (i) Are the employment and lebour lowe adequate?
	(a) (i) Are the employment and labour laws adequate?
	Yes No Don't know them
	(ii) If No, specify and explain the inadequacy
	(b) Is the enforcement of employment and labour laws effective?
	Yes No Don't know
	(ii) If No, specify and explain
	Strategic Plan 2017- 2022

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4.	Labour Market
	(a) In your view, what are the impacts of industrial actions on the Namibian economy?
	(b) How can we reduce the industrial actions?
	(c) Are the current social dialogue structures effective?
	Yes No Don't know them
	(ii) If No, specify and explain the inadequacy

Thank you!





ANNEXEREILE DELEVERY LIST FOR EXTERNAL STAKEHOLDERS



MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT CREATION

(The Ministry includes Office of the Labour Commissioner and Employment Equity Commission) QUESTIONNAIRE FOR STAFF MEMBERS OF MLIREC

This Questionnaire aims to serve as an Environmental Scanning Tool to enable this Ministry to develop an implementable, responsive and evidence-based Strategic Plan for 2017-2022. Therefore, your opinions are very much important.

1. To what extend the Objectives and Initiatives are contributing to the Ministerial Vision?

2. (a) Is the Ministry's overall performance improving?
Yes No
(b) Provide suggestions for improvement:
t y a subscriptions for improvement:
2 Dece II. M.
3. Does the Ministry have the right staff, with right skills and right attitude towards its objectives?

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4. Does the current Mir	nisterial culture contrib	ute to good performance?
5. How is the Ministeria	I Leadership?	
••••••		
	••••••	
6. How do you rate the I	nternal Communicatio	n and Coordination?
Very Good		
Good		
Average		
Poor		
Very Poor		
(ii) Any suggestions fo	iman in	
	a improvement?	
7. To what extend does th	e current Structure fac	ilitate Strategic Implementation?



MINISTRY OF LABOUR STAKE HOLDER QUESTIONNAIRE

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Ministry of Labour, Industrial Relations and Employment