



NAMIBIA PUBLIC PRIVATE FORUM (NPPF)

CONCEPT NOTE

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Republic of Namibia

NAMIBIA PUBLIC-PRIVATE FORUM (NPPF)

Concept Note

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FOREWORD

By Dr Nangolo Mbumba

The economic development of Namibia is critical for addressing the triple challenges of poverty, income inequality and unemployment. To ensure a balanced and inclusive approach that embraces private sector led growth, it is imperative that we recognize the transformative power of collaboration between the public and private sectors.

The establishment of an institutionalised public-private dialogue, in the form of the Namibia Public-Private Forum (NPPF), is a pivotal step towards achieving this goal.

In recent years, the global economic landscape has undergone significant shifts, leaving nations worldwide grappling with the repercussions. Namibia, too, has felt the impact of these changes, navigating through economic downturns and the challenges posed by the COVID-19 pandemic and geopolitical tensions. Yet, amidst these adversities, it is vital that Namibia remains competitive by ensuring a supportive business climate for local investors, and an attractive investment landscape for all investors. This requires active collaboration between the public and private sector in identifying and addressing constraints to the ease of doing business, and addressing the complex and multifaceted challenges we face.

Globally, numerous examples demonstrate the effectiveness of such collaborations in addressing complex challenges and achieving shared objectives.

In Namibia, the need for stronger public-private partnerships - elaborated in the Harambee Prosperity Plans - has been highlighted by various initiatives, including the High Level Panel on the Namibian Economy and the Business Rescue Task Force, amongst others. These platforms helped us to innovatively move the dial on important matters that affect(ed) country competitiveness, and to do so with a united front.

This concept note for the NPPF underscores the critical importance of public-private dialogue in driving Namibia's economic growth and development. The Forum aims to provide a platform for the public and private sectors to engage in meaningful discussions, identify common goals, and develop collaborative solutions by fostering open dialogue, mutual understanding, and shared responsibility.

While various efforts at public private dialogue remain ongoing, including, amongst others, the Namibia Trade Forum's sectoral engagements and the NIPDB's Productivity Task Forces, this regular, institutionalised engagement between public sector leaders and private sector will enhance collaboration. This will further ensure the development of policies that are better tailored to the needs of the private sector, promoting a more favourable business environment that can lead to increased investment, job creation, and economic growth.

The Namibian government is committed to working closely with the private sector to improve the country's competitiveness as an investment destination and to enhance the ease of doing business. Through the NPPF, we aim to strengthen our partnership with the private sector, create a more conducive environment for businesses to thrive and unleash the full potential of the private sector towards a more prosperous future for all Namibians.

Let us embrace this opportunity and work together to build a brighter future for generations to come.



Nangolo Mbumba

President of the Republic of Namibia

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1. INTRODUCTION AND BACKGROUND

Globally, there has been a recognition of the importance of Public and Private Sector Dialogue (PPD) in responding to the various challenges facing global economies - particularly with respect to private sector development. This consultation between firms and government (and in some cases civil society), “is increasingly advocated as a way of improving government policies in developing countries” (OECD, 2007), and has been proven to “improve the quality of particular reform efforts” and, importantly, to “build a sustainable constituency for investment climate reform.”

The numerous benefits of PPD have been especially illuminated in recent times - against the backdrop of a protracted economic recession and the crippling economic impact of the Covid-19 pandemic. In the Namibian context, the High Level Panel on the Namibian Economy (HLPNE), the Business Rescue Task Force (BRTF), the Namibia Chamber of Commerce and Industry’s (NCCI) Public Private Dialogue policy review committee (spurred by the HPPs) and several other initiatives have highlighted the importance of cross-sector engagement in ideating about how we solve the country’s economic woes - showing that more can be achieved when the two sectors join hands. Furthermore, the private sector’s response to the Covid-19 pandemic was enormous and indicative of what the public and private sectors can achieve when they work together towards a common goal for the development of the country.

Effectively tackling Namibia’s economic challenges, promoting private sector development and ensuring stronger job creation, demands that the public and private sector engage with each other in a more effective manner. This is especially true during challenging economic times, but is equally relevant in good times, in meeting the development objectives envisaged in Vision 2030, the NDPs, both the first and second Harambee Prosperity Plans and other national development documents.

Currently, although improving, Namibia’s economy remains in a difficult situation, on the back of a protracted recession, and reeling from the dire impacts of the global Covid-19 pandemic. The country has a high unemployment rate of close to 34% - with youth and women being disproportionately affected. The country’s debt-to-GDP ratio “remains elevated, at above 70% of GDP, reflecting low growth, expenditure pressures, and rising debt servicing costs” (World Bank, 2023). The country is also facing a high budget deficit, with the debt-to-GDP ratio standing at about 64.8% at the end of December 2023 (Bank of Namibia) - well above the central government’s debt ceiling of 35%. That said, the current outlook for the country is generally optimistic, despite the issues that exist and the potential growth-hampering risks that have been identified.

The Bank of Namibia's latest economic outlook (August 2023) concluded that:

“Global economic growth is projected to slow during 2023 and 2024.

According to the IMF's World Economic Outlook (WEO) report published in October 2023, global growth is expected to slow in both 2023 and 2024. The projected decline in global growth reflects tight monetary policy stances needed to bring down inflation, the recent deterioration in financial conditions, the ongoing war in Ukraine, and growing geoeconomic disintegration. The projected global growth for 2023 remained unchanged from the July 2023 WEO update, while the growth for 2024 was revised downwards by 0.1 percentage point.

Namibia's GDP growth is projected to slow down in 2023 and 2024, mainly due to the weak global demand and anticipated contraction in agriculture.

Real GDP growth is estimated to decline to 3.9 percent in 2023, before easing further to 3.4 percent in 2024, from a robust growth of 7.6 percent in 2022. The projected slowdown in 2023 growth is largely on account of depressed demand in global and domestic economies, underpinned by high inflation and high interest rates that have a negative impact on consumer spending.

Risks to domestic growth are predominantly in form of monetary policy tightening around the world and high costs of key import items that are likely to persist for a long time.

Major central banks in the world are tightening monetary policies at a fast pace, the phenomenon that is expected to result in a global slowdown in 2023 and 2024. Furthermore, the war between Russia and Ukraine is likely to continue for some years and so is the high prices for affected commodities for which Namibia is a net importer. Other domestic risks include water supply interruptions that continue to affect mining production at the coast, lab grown diamonds may pose risks to demand of natural diamonds as well as on the ongoing uncertainties impact of climate change.”

While the central bank's outlook shows some important positives, it also highlights various risks - previous Outlooks have also noted the Covid-19 pandemic, vaccination hesitancy, low international prices for uranium, currency appreciation, and potential effects of the recent political unrest in South Africa, amongst others, as key risks (BoN, 2021) - that could continue to present significant strain on the economy. Navigating these uncertain times, both now and in the future, requires concerted effort from both the private and public sector, as neither can go it alone. As Uaandja continues to note, “This is therefore the time that the government needs to introduce business friendly laws as well as other policies and initiatives that will facilitate collaboration between the public and private sectors.”(Uaandja, 2021).

It is increasingly recognised that private sector development is an integral part of poverty reduction strategy programmes (OECD, 2007). Public-Private collaboration is critical for any economy and the private sector has the greatest potential to create value for both business and society in the area of expanding economic opportunities. Government must ensure a viable policy and legislative environment for the private sector to flourish, and to facilitate private sector investments. And the private sector has a role to play not only by being a catalyst for economic growth and development but also by working with the Government to implement policy in a way that ensures national development.

This background - alongside the various national policies mentioned earlier that call for deeper engagement between the public and private sector - underpins the importance of a formal forum for public-private dialogue, in a structure that is composed of senior government officials and representatives of the private sector.

According to the OECD, “objectives of PPD include building trust and bridging gaps to laying the foundation for a joint problem analysis and identification of policies and institutional reforms that contribute to a more conducive environment for private sector development. Governments that engage in PPD are more likely to promote sensible, workable reforms, while enterprises participating in meaningful PPD processes are more likely to support these.”

2. BENEFITS AND CHARACTERISTICS OF A PUBLIC PRIVATE FORUM

The benefits of public-private dialogue are many. Amongst others, the DFID/World Bank/IFC/OECD Handbook on Public Private Dialogue lists¹:

- Facilitating investment climate reforms by supporting champions for reform, creating momentum, and accelerating the reform process.
- Promoting better diagnosis of investment climate problems and design of policy reforms: governments that listen to the constraints of the private sector are more likely to devise sensible prioritisation plans and workable reforms.
- Making policy reforms easier to implement: when entrepreneurs understand what a government is trying to achieve with a reform package, they are more likely to accept and work with the reforms in practice.
- Promoting transparency, good governance, the taking of a broader view by setting an example of openness and rigorous cost-benefit analysis, and by creating pressure of public scrutiny.
- Building an atmosphere of mutual trust and understanding between public and private sectors, improving social cohesion and civil society.

¹ <http://ppd.cipe.org/wp-content/uploads/2014/08/PPD-Handbook-Full-PDF.pdf>

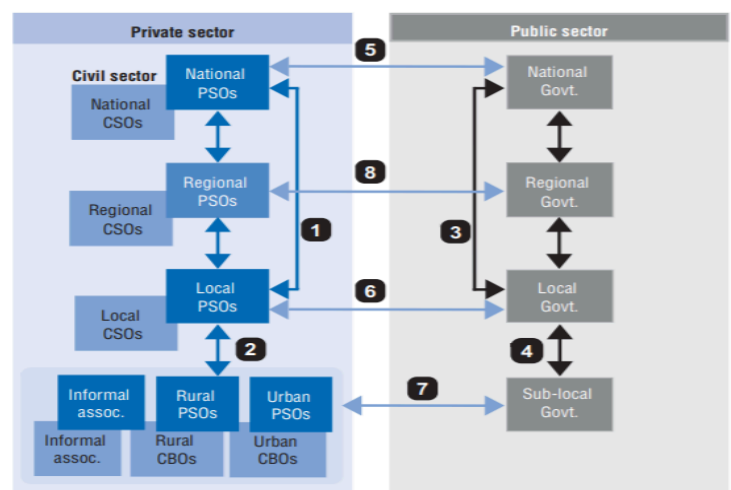
Although some level of PPD has taken place in the past, limited research exists pertaining to its presence, process and potential in Namibia. Further, Namibia’s experience of public-private sector collaboration has been centred on PPPs - the full potential of which remains to be realised. In fact, many of the obstacles preventing the full realisation of PPP touch on the lack of public-private sector dialogue, which further deepens the lack of trust between the two sectors (Uaandja, 2017). In early 2021, the NCCI established a policy review committee called the Public Private Dialogue, which “will review new policies and legislation or amendments for their impact on the competitiveness of the economy, as well as other socio-economic goals.”

Various policies in Namibia speak to the need for public private dialogue. NDP4 and the Growth at Home Strategy highlight the need for PPD, and the Namibia Trade Forum, an agency of the MIT, is tasked with carrying out initiatives in this regard. HPPI identifies the Office of the President and the NCCI to carry out this function; and HPPII tasks NIPDB with this role. While these different policies may be in conflict with each other as to the task owner of PPD, the key point is that they highlight the importance of this engagement between Government and the private sector, and essentially call for the need for a collaborative approach across these institutions.

Various frameworks have been proposed globally for the formal implementation of PPD mechanisms. The public-private dialogue framework captured below, which is inspired by Tanzania’s institutional setting, “can be used for identifying and analysing the different levels of dialogue and decision making on private sector development, both vertically within the private and public sectors respectively, as well as horizontally between these different sectors.” It also considers the possible role of civil society organisations, as well as the different levels of engagement for facilitating a more decentralised view; and can be adapted to different country contexts.

In South Africa, the Public-Private Growth Initiative (PPGI) is structured differently, along sectoral lines inspired by Japan’s sector-based reconstruction and development model. The PPGI comprises business representatives from 24 sectors, with the aim of unlocking investment and igniting growth. (Creamer, 2019). To date, it has succeeded in identifying key priority projects for unlocking growth, and engaging directly with the President on economic development. “The PPGI is a voluntary initiative focused on enabling, facilitating, and driving actions to implement sector-developed growth

Figure 11.1. Public-private dialogue framework



plans. The sectors adopt their own approaches and to determine their plans and identify catalytic mega-projects for immediate implementation. Inhibitors or constraints are identified and unlocked with government.”(PAMSA, 2020)

In Rwanda, the country’s Development Board (RDB) is the main government coordinator wherein the Rwanda Public Private Dialogue (RPPD)’s Secretariat is housed, and works in collaboration with the Rwanda Private Sector Federation (which also has a Secretariat that provides additional support) as the main private sector coordinator. Various champions are also engaged at a sub-national level. The vision of the RPPD is, as a structured mechanism for the Private Sector and the Government, “to jointly discuss key business issues and private sector constraints in an effort to make decisions leading to resolution. It has a mandate to work via the Rwanda Development Board. Through the RDB it is directly aligned to the office of the President.”

The structure of the RPPD mechanism is captured in the text box below:

Structure and participation of the RPPD:

The RPPD is a national level dialogue. At the highest level the President has provided his direct support to the PPD activities. This political interest has been important in ensuring senior government participation in the PPD. This leadership has an influence throughout the country where sub national dialogues take place.

The Private Sector Federation (PSF) is an active supporter of the PPD. The PSF is the umbrella organisation for the private sector. It organises the input of its members into the activities of the PPD. The PSF actively works with its members on agenda development, research and participation in the PPD activities throughout the country.

The RPPD Secretariat is mandated to facilitate PPD activities. The Secretariat collects business issues in preparation for the dialogue. Decisions are consensus based so that there is a win-win for stakeholders on the issues under discussion. The Secretariat facilitates champions at the District to lead PPD activities at that level. It furnishes research on issues prior to the discussion in order to have centred research-driven issues for evidence based reports and invite various RPPD organs dialogues. The RPPD Secretariat is made up of four members - two from the public sector, and two from the private sector.

The RPPD Secretariat reports directly to the Joint Advisory Board (JAB), which is made up of the CEO of the Rwanda Development Board, and the CEO of the PSF. The JAB is mandated to channel issues emanating from the High level Working-Group and sub-national PPDs for higher institutional consideration. The JAB sets the annual agenda and action plan for the RPPD mechanism and approves the Secretariat members.

High Level Working Groups are the dialogues at cluster and sectoral level discussing business issues between private and public sector members and design solutions together to spur economic development. Parliamentarian PPD is where the legislators review the business laws and engage the business community to streamline procedures and regulations in order to boost and facilitate a friendlier environment for the business communities.

The Presidential Summit takes place annually, and is the highest level of dialogues between the President of the Republic of Rwanda and the business community, where together with other

business people, they settle any issues where consensus has not been reached and agree on the agenda set forth.

Even at the regional level, the importance of public-private collaboration is well recognised. SADC's Regional Indicative Strategic Development Plan, for example, elaborates on the importance of the private sector as a critical stakeholder group through the specification of a range of outputs related to Private Sector involvement in decision-making within SADC. These include:

- Development of policy guidelines on Public-Private sector Partnerships;
- Initiation of an institutionalised public-private dialogue;
- Incorporation of Private Sector representatives in SADC National Committees;
- Establishment of a Private Sector engagement unit in the SADC Secretariat;
- Inception of regional competitiveness and business climate surveys in the SADC region;
- Development of a SADC biannual business forum;
- Facilitation of a regional Private Sector organisation.

Importantly, while PPD fora have been found to provide several important benefits, it is important that attention be paid to key considerations to ensure the effectiveness of the cross-sectoral collaboration. The PPD Handbook notes, amongst others, the following risks:

- If not sufficiently transparent and broad-based, PPD can reinforce vested interests and create opportunities for rent-seeking behaviour.
- If PPD initiatives do not make special efforts to include small and medium enterprises (SMEs) and those based in provinces, they can be dominated by big businesses or businesses based in a capital city.
- If poorly planned and unfocused, it can degenerate into a talking shop, which leads to disillusionment, disengagement and loss of credibility, giving strength to opponents of reform and slowing down the reform process.
- If built too closely around a particular individual, a PPD can risk becoming a one-man show, which collapses when the key person loses interest or moves on.
- If not accompanied by sufficient efforts to build a broad base of support, PPD can become politicised by being closely associated with a particular party.
- If not sufficiently well coordinated with existing institutions or other dialogue mechanisms, duplication of efforts can overburden and confuse participants.

It is important that in the establishment of a well-governed, effective and efficient national PPD forum in Namibia, these risks should be well mitigated.

Additionally, deliberations should be well thought out and structured, with clear visions cast for the work of the PPD, clear action plans, and outcomes-based, to ensure that it doesn't end up simply becoming a 'talkshop'. Plans for engagement, such as the 4 Pillars Framework (see

below), could be tailored to the context and objectives of the PPD and used as a discussion starter to set vision and guide discourse on the key elements that concern the private sector.

FOUR PILLAR FRAMEWORK

| | workforce | community | market | environment |
|--------------------|---|-----------|--------|-------------|
| challenges: | What challenges does our business/industry face? | | | |
| stakeholders: | Who are the major stakeholders involved? | | | |
| solution-ideas: | What can our company do to tackle the challenges? | | | |
| business benefits: | What benefits does our business gain from engaging? | | | |

Source: Global Compact Namibia

3. OBJECTIVES OF NPPF

- 3.1 The forum will be tasked with providing insights, input and recommendations to enhance Namibia’s competitiveness and ease of doing business.
- 3.2 The forum will consider the impact of identified policies, legislation, and/or amendments and provide recommendations to positively impact competitiveness and ease of doing business in the country, investment promotion, employment creation, as well as other socio-economic goals.
- 3.3 The forum will ensure engagement to update the various trade agreements in existence in order to reflect the country’s changing economic and social aspirations, and to ensure that the local business community is able to positively leverage on the trade agreements in place. In this regard, the forum will seek to facilitate market access beyond Namibia’s borders, per these agreements, for Namibian firms.
- 3.4 The forum will engage on how Namibia can/should address both tariff and non-tariff barriers that inhibit business, in the quest to make the environment more business-friendly, both locally and regionally.
- 3.5 The forum will develop recommendations that will inform reforms on a proactive basis, including horizontal interventions (impacting all business sectors alike) that will aim to enhance sustainability, ease of doing business, and competitiveness.

- 3.6 The forum will develop guidelines to be used in monitoring, reviewing, and effectively implementing interventions to enhance ease of doing business and other key trade and investment barometers of progress.
- 3.7 The Forum will develop recommendations that will inform the empowerment of MSME with a focus on inclusion of businesses owned by youth, women and other marginalised groups into the value and supply chains of businesses.

4. KEY DELIVERABLES

- 5.1 Improved collaboration between public and private sectors as reflected in policy reforms that provide for private sector led economic development and growth.
- 5.2 An Action Plan for implementing Namibia's economic growth plan, based on a clear vision cast for Namibia's economic development (guided by existing policies).
- 5.3 SMART action plans that are/can be implemented to improve our Global Competitiveness Index figures as well as Namibia's Ease of Doing Business.
- 5.4 Tracking and measuring the progress and successes of the plans and policies which emanate from the Forums, and reporting to the Performance Delivery Unit (PDU) in the Office of the Presidency.

5. ENGAGING PRIVATE SECTOR

Private sector will be engaged at the level of business associations. In the long term, the presence of a private sector federation - i.e. an umbrella organisation that is representative of various private sector associations - will be a critical instrument for deepening the value and impact of the NPPF. Through such a body, private sector (business, professional and sectoral associations) can collectively be engaged in highlighting pertinent issues to be addressed through the NPPF and beyond, relieving the public sector from balancing divergent voices.

Importantly, "ensuring that the private sector is well structured and organised means that the public sector knows who to invite and to involve in different types of dialogue" (AfricaRISE, PPD: International Best Practice, 2023). Further, best practices in PPD also show that "Where the business community is well-structured and able to provide reliable information and evidence to inform Government decision-making, it fosters a climate of mutual trust and confidence." (Africa RISE - PPD International Best Practices).

Having an organised private sector that is able to speak with one voice to key policy issues will allow for stronger private sector representation at the Forum. The presence of a private sector federation - i.e. an umbrella organisation that is representative of various private sector associations - will be a critical instrument for deepening the value and impact of the NPPF. Through such a body, private sector (professional and sectoral associations) can collectively be engaged in highlighting pertinent issues to be addressed through the NPPF and beyond, relieving the public sector from balancing divergent voices.

The Rwanda Private Sector Federation provides a sound example in this regard, whereby “Membership is open to business professional/sectoral organisations set as associations, chambers, cooperatives and industry chains. Its members are drawn from business companies grouped into professional associations all committed to addressing the challenges associated with developing Rwanda’s private sector.” The Rwanda PSF and the Rwanda Development Board (NIPDB’s counterpart in Rwanda) jointly formed the secretariat for the PPD there. Several other examples exist, with Kenya, Singapore, Germany and many more provisioning strong cases for how such a federation could function.

A Namibian private sector federation similar to those in the countries noted, that is more fully representative of the national private sector, would be ideal in facilitating private sector participation in the NPPF.

It is, therefore, recommended that private sector associations should be encouraged to form a single federation - the Namibian Private Sector Federation (or other decided name)) - as the primary vehicle of private sector participation in the NPPF and beyond. The establishment of a federation is recommended given that no formal entity currently exists in Namibia to effectively and legitimately coalesce the business community across all regions, given the fragmentation that currently exists. Lack of a unified and inclusive voice and federation for the Namibian private sector may undermine the value of the NPPF as envisioned by HPP II.

For this reason it is imperative that the Government signal its support to the national business community to independently form and govern the NPSF to the benefit of institutionalised PPD (i.e. the NPPF) and Namibia at large.

That said, given the current state of affairs, invitations will be extended to individual business associations (incl. professional associations, youth in business associations, etc) to participate in the Forum, based on criteria set by the Committee and the NPPF Secretariat. This criteria may include, amongst others, representation at the Chair/CEO level, that the business association is a registered entity, where applicable, representation of a minimum number of members, etc.

6. NPPF FORMAT

In order to address public policy issues at the right level for productive PPD, best practice has shown that discussions can be held from either a thematic perspective (dealing with

cross-cutting issues), or from a sector-specific perspective. In both instances, some important learnings are noted below, in ensuring successful dialogue. It is important to note that much work must take place before and after each Forum, with the active engagement of both public and private dialogue to ensure that the resolutions of the Forum are taken up actively.

1. Effective Public Private Dialogue relies upon having the correct classification of issues to be addressed, whether local, regional, national or sector-specific.
2. Information gathering at grassroots level through roadshows has proven to be an efficient method of collecting issues of concern to private stakeholders, even if the stakeholders would not themselves have sufficient knowledge to determine the appropriate level for these to be addressed.
3. Establishing a Secretariat which is dedicated to Public Private Dialogue, and which is (1) competent to classify the issues correctly and (2) empowered to mobilise all the relevant stakeholders at the appropriate levels is a vital step. It is also important to provide adequate training to Secretariat staff to perform their functions effectively.
4. Secretariats can make good use of electronic mechanisms both to gather information on issues that need to be addressed and to monitor the implementation of the developed resolutions from the dialogues conducted.
5. It is important that dialogue is conducted by people with the appropriate local knowledge and background, such as champions at the district level, or representatives of the core group at sector-specific level.
6. The role of research by Secretariats should not be overlooked. Thorough research on relevant laws and regulations may already provide some of the answers or guidance which the private sector is looking for, thereby narrowing the scope of subjects where Public Private Dialogue is genuinely needed.
7. Sector-specific submissions and dialogue regarding budgetary measures can be extremely fruitful for both the sector and the Government in terms of taking the right steps to encourage further growth.
8. Bringing a range of public and private sector stakeholders together for dialogue at national level for crosscutting themes, such as sustainability, can lead to the adoption of forward-looking measures.
9. Where the public sector commissions a report on prospects for a specific sector (e.g., textiles), this can provide a strong evidence base for future Public Private Dialogue.
10. Where the sector-specific interests of two or more countries are aligned, Public Private Dialogue can be initiated at a cross-border or regional level to maximise the potential economic benefits for all countries concerned.

(AfricaRISE - PPD International Best Practices, 2023)

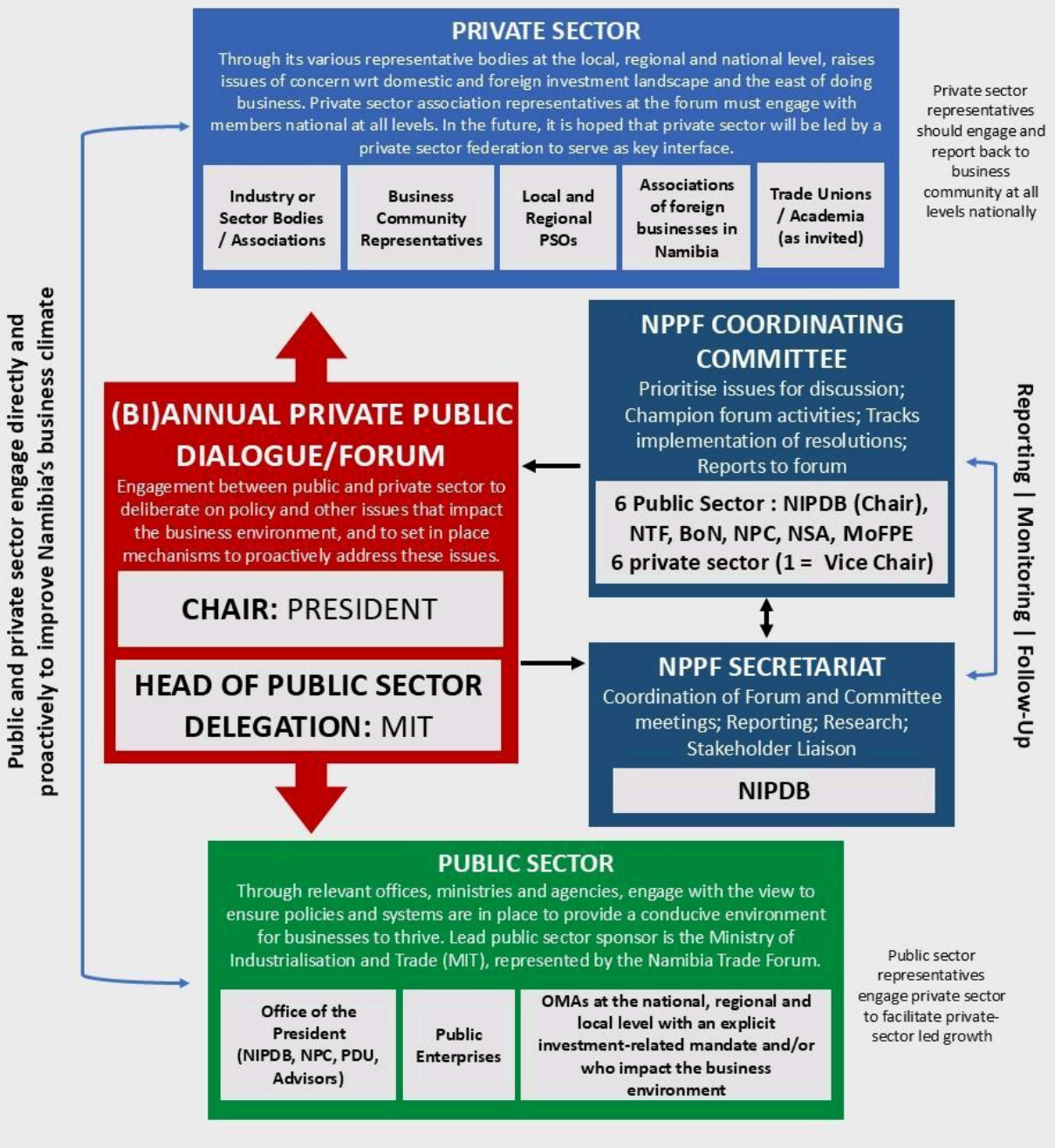
7. STRUCTURE

- 7.1 The NPPF will meet annually, as a meeting of invited senior government officials and private sector actors, with a public sector delegation headed by MIT, with the administrative support of NIPDB and chaired by the President, who may delegate chairmanship to the Vice President or the Prime Minister as/when needed.
- 7.2 Participation in the forum will be by invitation, as illustrated in Section 6 below. The various private sector institutions noted will be expected to consult their members/constituencies broadly, in order to ensure adequate representation and feedback, and a decentralised scope.
- 7.3 As the lead Government entity responsible for investment policy and with the greatest impact in creating a conducive environment for the private sector to thrive, the MIT will serve as the Head of the Public Sector Delegation at the NPPF. In this capacity, with the help of the NPPF Coordinating Committee (see 7.6 below), the MIT will set the tone for each Forum, engage stakeholders on the opportunities that exist within the policy framework, and engage actively in addressing the concerns raised by private sector participants. As suggested by the Minister of Industrialisation and Trade, MIT will be represented by the Namibia Trade Forum in this respect. NTF will serve as the trade lead on the Committee, representing the Ministry of Industrialisation and Trade on the Committee. In line with the input of the MIT Minister, "the NTF may serve as an advisor or collaborator to the function of the Ministry. The NTF may, on behalf of the Ministry and its function on the forum, ensure that the private sector is duly engaged on issues in the ambit of the Ministry to help prepare for the meetings. The NTF can, on behalf of the Ministry, spearhead our internal engagements and ensure we deliver on work required at NPPF level."
- 7.4 The Secretariat of the Forum will be located at NIPDB, which will also chair the NPPF Coordinating Committee (see 7.6 and 7.7 below), with the support of the lead private sector coordinator.
- 7.5 Private sector will be engaged from the perspective of individual business associations, in light of the absence of a single private sector umbrella body. It is hoped that in the future, a single federation of business associations will act as the lead private sector coordinator in the NPPF, and will provide additional support to the Secretariat by coordinating private sector inputs and engaging with members of the private sector in achieving the objectives and key deliverables of the Forum.
- 7.6 A NPPF Coordinating Committee of no more than 6 public and 6 private sector players will be set up to carry out the activities and instructions as provided by the Forum, with the help of the Secretariat. The Committee will report to the Public-Private Forum, and may create task forces based on topical or sectoral issues that require

redress as an outcome of the Forum. The already ongoing sectoral Productivity Task Forces of the NIPDB may, as necessary, also feed information/insight to the NPPF, as relevant, given their role as platforms for PPD. The CEO of the NIPDB will serve as the Chairperson of the Committee. The CEO of the Namibia Trade Forum will also participate on the Committee, providing key inputs on trade issues. A representative from the business community (selected from among the private sector associations on the Committee) will be the deputy Chair of the Committee. See Appendix A for the Draft ToR of the Committee.

- 7.7 The Secretariat will head the NPPF Coordinating Committee, which will be tasked with coordinating activities leading to the Forum, monitoring of progress, reporting, and ensuring that all stakeholders do their part in providing well-informed inputs and feedback. In its coordination role, the Secretariat will also help to facilitate engagements of the Committee between the annual forums, with the private sector lead taking a strong role in engaging private sector across industries, as and when necessary.

NAMIBIA PUBLIC PRIVATE FORUM - STRUCTURE



8. PARTICIPATION

Participation/representation at the fora will be capped at a reasonable number of participants for effective engagement, with an approximately equal number from both the public and private sector. The following public and private sector entities are suggested as potential invitees to participate in the Forums.

Public Sector Representation (Ministries to be represented at level of Minister or Deputy Minister and Executive Director or Deputy Executive Director):

- Ministry of Industrialisation and Trade (MIT) **(Head of Public Sector Delegation)**
(may be represented by NTF, per input of the Minister on the Concept Note)
- Namibia Trade Forum **(NPPF Committee Member representing MIT)**
- Office of the President (Namibia Investment Promotion and Development Board - NIPDB) **(Secretariat and Committee Chair)**
- Office of the President (National Planning Commission - NPC)
- Office of the President (Presidential Advisors - PADs)
- Ministry of Finance
- Ministry of Mines and Energy
- Ministry of Agriculture, Water and Land Reform
- Ministry of Environment, Forestry and Tourism
- Ministry of Labour and Employment Creation
- Ministry of Urban and Rural Development
- Public Enterprises through the Namibia Public Enterprises CEOs and Chairpersons' Forum
- Public Enterprises (All industry Regulators and those providing major services to industry)
- Regional Governors
- Regional Chairpersons and CROs
- CEOs and Mayors of local authorities

Private/Business Sector (Industry) Representation (Chairperson and/or CEO level):

As noted earlier, participation in the Forum will be by invitation, addressed to individual business associations. The base criteria for invitees will be:

- Business associations invited to participate in the NPPF must be registered entities that represent the interests of an agreed minimum number of businesses.
- These associations “must engage as responsible PPD partners by coordinating effectively with each other, possessing capacity to research and develop evidence based proposals, and creatively engaging with Government on reform implementation” (PPD Charter of Good Practice, 2015).
- Applications for inclusion in the NPPF delegate will be vetted by the Committee.

A draft/tentative list of associations is included in Appendix B.

Heads of industry and other stakeholders of interest (e.g. Launch Namibia and Impact Tank) who are able to add value in achieving the purpose of the Forum may also be invited to attend the forum from time to time. This will also ensure broad representation, and ensure that SMEs and/or key players across sectors are able to have their voices heard.

Trade unions will also be invited to participate in the Forum, to particularly engage on labour matters and/or other business environment elements on which their participation would ensure a holistic view for the thematic or sectoral issues to be addressed at each Forum. A tentative list of Trade Unions that could be invited to participate in the NPPF is included in Appendix C.

Civil society players and academics will be invited to provide additional context/input based on the policy direction of that forum and on the research value added by these entities. A tentative list of Civil Society Organisations and Academic Institutions that could be invited to participate in the NPPF is included in Appendix D.

A Committee of public and private sector players will be constituted to carry out the activities and instructions as provided by the Forum. The Committee, supported by the Secretariat, will ensure momentum is maintained throughout the year, and will champion the activities defined at each Forum, with clear cut guidelines for feedback, reporting and deliverables. The Secretariat will support coordination of these activities/meetings.

9. REVIEW

The forum will be reviewed as necessary or at least every 5 years to allow new representatives on the forum of new sectors. Such a review will also consider the roles, responsibilities, terms, objectives and performance of the Forum and/or participating parties.

10. PROCEEDINGS

The forum will convene on an annual basis. The forum will be attended and chaired by the Head of State (or the Vice President or the Prime Minister, as delegated by the President).

Ad hoc/extraordinary meetings may be held, on request of either the public or private sector and approval by the Head of State. The Secretariat will be charged with communicating the details of all meetings, sending out minutes, and providing feedback or followup on the issues raised during the Forum meetings. The Minutes of Proceedings of Meetings shall be shared by the Secretariat within two weeks of each meeting, approved by the Committee for actioning, and confirmed/adopted at the next subsequent meeting of the Forum.

11. LIMITATIONS

The Forum is responsible to the President (or the Vice President or the Prime Minister, as delegated by the President) to act within the scope of its objectives. It provides an advisory service and has no executive authority unless specifically delegated by the Office of the President, as the case might be.

The Forum will not replace sectoral meetings and initiatives between Ministries and private sector players in their related sectors, and does not replace the important work of the NTF. Those platforms will continue unabated, with the NPPF helping to inform their engagements, providing a platform to amplify sectoral issues, and focusing on achieving the objectives and deliverables noted earlier, with a specific focus on policy reform and structural barriers for enhancing our business climate and increasing Namibia's competitiveness.

12. FUNDING

Membership / participation in the forum's Committees is voluntary, and will not be compensated, as it is viewed as an opportunity for participants to serve the nation by contributing to the formation of a positive and successful economic growth narrative, in which private sector development is key and the economy can thrive, for the benefit of all Namibians.

That said, the convening of the annual forum, as well as the work of the Secretariat and the Committee, will require resourcing. Such funding will be sourced from the State allocation. However, MIT, as Head of the Public Sector Delegation, and the NIPDB as the Secretariat, are tasked with engaging various stakeholders - including development partners - in ensuring sustainable funding mechanisms for operational efficiency and sustainability.

The PPD Handbook provides some guidance on possible costs that may be incurred (e.g. the salary of one or two coordinators, an office assistant in charge of administration, logistics, procurement, etc, the fees of consultants or technical experts, operating costs and activity costs). With the Secretariat being housed within the NIPDB, many of the costs noted would not be applicable, or could be contained to a minimum, to ensure funds are directed to activities, rather than to administrative costs.

APPENDIX A: Draft ToR for the NPPF Coordinating Committee

NPPF Coordinating Committee Draft Terms of Reference

1. Background and Purpose

- a. Private sector-led economic growth is a key component to unlocking opportunities for the economy to recover and thrive, for jobs to be created, and for Namibia to be a competitive investment destination.
- b. In order to facilitate this private sector-led economic growth, it is important that the private sector is engaged in raising and addressing policy and business environment challenges, with the view to enhancing the ease of doing business in Namibia (for both local and international entities).
- c. This need for engagement is recognised in the Effective Governance Pillar of the second Harambee Prosperity Plan (HPP II). Under Goal 4 of this Pillar, on Enhanced Citizen Participation and Engagement, Activity 2 is to “Institutionalise a structured Public-Private Dialogue Mechanism”. This activity is key to ensuring that the private sector’s voice is heard in the policymaking and implementation process, for a strong business and investment environment/landscape that promotes economic growth.
- d. It is against this background that the Namibia Public Private Forum, as a platform for Private Public Dialogue (see attached Concept Note), is being created. This national Forum will ensure that the two sectors come together in a formal, annual engagement aimed at improving the business environment to facilitate economic growth. The success of the Forum requires a well-coordinated, multi-sectoral approach with clear planning and execution on the decisions made, and with sound leadership engaged from both the private and public sector.
- e. Per the Concept Note, this task will be spearheaded by a NPPF Coordinating Committee. This national Committee will be made up of no more than twelve core members, with an even number represented from the public and private sector: Up to six public sector entities (incl. the Namibia Investment Promotion and Development Board (NIPDB) as Chair and the Namibia Trade Forum (NTF)) and up to six private sector business associations. Additional stakeholders (Public Entities / OMAs / private sector) may be invited to Committee meetings as observers. The Committee will prioritise issues (thematic or sectoral) for discussion, champion forum activities, track the implementation of resolutions between Forums, engage the assistance of additional organisations/experts/consultants as the need arises, and report to the Forum.
- f. This Terms of Reference (ToR) outlines the specific duties of the Committee, its composition, deliverables and timelines.

2. The Function of the NPPF Coordinating Committee

The Committee is tasked with providing leadership and direction at a national level for the annual Public Private Forum, with the view to ensuring that rich dialogue on the business environment and on policies affecting the business community takes place between the two sectors in bringing about private sector-led economic and inclusive growth in Namibia.

3. Key Activities & Deliverables

- a. Engage with the Ministry of Industrialisation and Trade (as the Head of the Public Sector Delegation of the NPPF) and the Office of the President (as the substantive Chair of the NPPF), through the Secretariat, to prioritise issues for discussion for each Forum
- b. Champion forum activities, with a focus on implementation
- c. Oversee and track the implementation of resolutions between Forums
- d. Engage organisations/experts/consultants as necessary in providing context for and/or executing on the resolutions made by the Forum
- e. Report to the Forum
- f. Provide direction to the Secretariat in the planning of each annual Forum event
- g. Communicate outcomes and actions to all stakeholders in and beyond the Forum

4. Term

The term of each NPPF Coordinating Committee is 3 years, renewable based on context, need and performance. The first NPPF Committee will become effective on the approval of the TOR by the issuer.

5. Membership

The NPPF Committee will comprise approximately 12 members from the invited groups, with representation from leadership (i.e. at executive or senior management level).

Public Sector Representatives

Public sector members will be from separate public sector organisations which have mandates related to investment and economic development and growth. These may include (but are not limited to) the entities listed in the NPPF Concept Note. The following public sector entities will serve on the initial Committee.

- NIPDB (Chair of the Committee and the host of the Secretariat)

An autonomous entity in the Office of the Presidency, the NIPDB is mandated to promote and facilitate investment in Namibia. An important part of this mandate includes reviewing and proposing policy reforms and measures to support trade and investment promotion, ensure conducive labour market policies, and improve

the country's competitiveness and the ease of doing business. It is for this reason that the NIPDB will play a key role on the Committee, and take on the responsibility of hosting the Secretariat of the NPPF.

- **Namibia Trade Forum (NTF)**

The NTF will serve as the MIT's representative on the Committee, with a specific focus on raising and addressing trade related issues. The mandate of the NTF is to "institutionalise public-private dialogue and cooperation with emphasis on international and domestic trade and investment policies" and "serves as the highest public private partnership on international and domestic trade and investment matters of government". With the investment promotion and development mandate having been elevated to the Office of the President in the body of the NIPDB, it is important that both the NIPDB and NTF are members of the committee.

- **National Planning Commission (NPC)**

The role of the NPC on the Committee will be to ensure an "all of government" view, in light of the NPC's mandate to "plan, prioritise and direct national development through effective coordination, monitoring and evaluation by providing advisory services to achieve sustainable socio-economic development."

- **Namibia Statistics Agency (NSA)**

It is critical that decision-making be data driven, and it is against this background that the NSA will play a critical role as a member of the NPPF Committee. The mandate of the NSA is to "collect, analyse, produce, and disseminate timely, and accurate official statistics", including data that informs economic development.

- **Bank of Namibia**

The BoN's statutory mandate "includes price and financial stability, supervision, payments and settlements, exchange control, banking services to the Government, the issuance of coins and notes, foreign reserves management, fiscal advice to the Government, and macroprudential oversight". This mandate has direct implications for economic development and growth, and the insights from the Bank will therefore be important in providing perspective for the Committee.

- **Ministry of Finance and Public Enterprises (MoFPE)**

"The Ministry of Finance and Public Enterprises is responsible for central government finances, including coordination of the national budget, financial markets, consumer legislation and tax policy. Additionally, the ministry plays an important role in positioning Namibia's Public Enterprises to play a significant role in the country's developmental agenda." It is in line with this mandate, and in the context of its clear impact on the business environment, that the MoFPE's representation on the Committee is important.

Private/Business Sector Representatives

Private sector members will be from separate private sector organisations (i.e. no more than one representative per organisation) that represent the interests of private sector members. (A list of possible organisations is provided in Appendix B of the NPPF Concept Note)

- **3 Private Sector Representatives (of which one, nominated by private sector business associations and selected among themselves, will be Vice Chair)**

Private sector will be engaged from the perspective of individual business associations (based on, in light of the absence of a single private sector umbrella body. It is hoped that in the future, a single federation of business associations will act as the lead private sector coordinator in the NPPF, and will provide additional support to the Secretariat by coordinating private sector inputs and engaging with members of the private sector in achieving the objectives and key deliverables of the Forum. Private sector representatives on the Committee will aim to amplify a unified voice of business in Namibia to table and address pertinent and cross-cutting challenges facing private industry.

- **1 Civil Society Representative**

The Civil Society Representative on the Committee must be a registered non-profit organisation/trust or a recognised voluntary association, with an economic (development) related focus, that can provide informed context to the Committee.

- **1 Trade Union Representative**

Employees are key stakeholders and play a significant role in the development of the country and maintenance of business. To ensure labour matters are well considered in the deliberations of the NPPF, the representation of a recognised trade union on the Committee will be important.

- **1 Representative from Academia**

To ensure specialised knowledge and research-based insights are contributed to the deliberations of the NPPF, for more effective and evidence-based decision making.

6. Roles and responsibilities

- Each Committee member provides input into the decisions made at the Committee level based on their organisation's mandate, and with the objective of improving Namibia's competitiveness policies and processes.
- The NIPDB will serve as the Chair of the NPPF Committee. Further, as host of the Secretariat, it is expected to play an important facilitatory role in creating a viable platform for engagement for the Committee in executing the activities set out by the Forum. In line with its organisational mandate and strategic objectives, the NIPDB

must engage in a way that promotes investment in Namibia, strives to improve Namibia's competitiveness as an investment destination, and spurs economic development.

- The private sector representatives on the Committee will serve as the primary interface with the private sector, and are expected to engage their members collectively in actively participating in and contributing to private sector-led economic growth. One of the representatives will be nominated by private sector participants as Vice-Chair.
- Given the national development imperative of the NPPF, and the fact that the roles and responsibilities noted form part of the key mandates of the entities represented on the Committee, Committee members will not be compensated for their participation on the Committee.

7. Meetings

- All meetings of the Committee will be chaired by the CEO of the NIPDB (or his/her representative).
- A meeting quorum will be 50% of the members of the Committee (wherein at least one private sector representative member and one public sector representative member must always be present).
- Decisions will be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice).
- If a decision by consensus is not possible, the Committee Chair will, depending on the matter at hand, seek guidance from either the Minister of Industrialisation and Trade (as Head of the Public Sector Delegation) or the Chairperson of the Forum (i.e. the President of the Republic of Namibia (or the Vice President or the Prime Minister of the Republic of Namibia, as delegated)).
- The formulation of the meeting agenda, the recording of Minutes, the scheduling of meetings, and other administrative tasks required for the smooth functioning of the Committee will be overseen by the Chair, as delegated to the Secretariat focal point.
- Meetings will be held monthly, or more often, as necessary, provided at least 7 days notice is given to the members.

8. Amendments, Modifications and Variations

These Terms of Reference may be amended, varied or modified in writing after consultation and agreement by members of the Committee, and approved by the NIPDB as the Chair and Secretariat.

APPENDIX B: Tentative List of Private Sector Associations to be Invited to the NPPF

Below is a draft/tentative list of private sector associations that may be invited to the NPPF, depending on the topic of the Forum.

- Bankers Association of Namibia (BAN)
- Black Business Leaders Association (BBLNN)
- Chamber of Mines of Namibia
- Federation of Namibian Tourism Associations (FENATA)
- Fuel and Franchise Association
- Hospitality Association of Namibia
- Indigenous People's Business Forum of Namibia (IPBF)
- Institute of Chartered Accountants of Namibia (ICAN)
- Law Society of Namibia (LSN)
- Medical Association of Namibia (MAN)
- Namibia Association for Metal Fabrication
- Namibia Agricultural Union (NAU)
- Namibia National Farmers' Union (NNFU)
- Namibia Chamber of Commerce and Industry (NCCI)
- Namibia Employers Federation (NEF)
- Namibia Green Hydrogen Association
- Namibia Institute of Professional Accountants (NIPA)
- Namibia Local Business Association (NALOBA)
- Namibia Logistics Association (NLA)
- Namibia Manufacturers Association (NMA)
- Namibia Medical Society
- Namibia Petroleum Operators Association (NPOA)
- Namibia Savings & Investment Association (NaSIA)
- Namibian Society of Engineers (NASE)
- National Agricultural Business Association of Namibia (NABAN)
- Renewable Energy Association (REA)
- United Entrepreneurs Association of Namibia (UEAN)
- Walvis Bay Port Users' Association (WBPUA)
- Women in Agriculture Namibia (WIAN)
- Women in Mining Association Namibia (WiMAN)
- Youth in Agriculture Namibia (Agri4Youth)

APPENDIX C: Tentative List of Trade Unions to be Invited to the NPPF

Below is a draft/tentative list of trade unions that may be invited to the NPPF, depending on the topic of the Forum.

- Metal and Allied Union of Namibian Workers Union (MANWU)
- Mineworkers Union of Namibia (MUN)
- Namibia Bank Workers Union (NBWU)
- Namibia Bus and Taxi Association (NABTA)
- Namibia Cabin Crew Union (NCCU)
- Namibia Commercial, Catering Food and Allied Workers Union (NCCFAWU)
- Namibia Farm Workers Union (NAFWU)
- Namibia Financial Institutions Union (NAFINU)
- Namibia Informal Traders and Shebeen Workers Union (NITSWU)
- Namibia Informal, Domestic and Allied Workers Union (NIDAWU)
- Namibia Local Authority Workers Union (NALAWU)
- Namibia Music Industry Union (NAMIU)
- Namibia National Labour Organization (NANLO)
- Namibia National Teachers Union (NANTU)
- Namibia Nurses Union (NANU)
- Namibia Public Workers Union (NAPWU)
- Namibia Retail and Manufacture Workers Union (NARMWU)
- Namibia Seamen and Allied Workers' Union (NSAWU)
- Namibia Security Guards and Allied Workers' Union (NASGAWU)
- Namibia Transport and Allied Workers Union (NATAU)
- Namibia Transport and Taxi Union (NTTU)
- National Union of Namibia Workers (NUNW)
- Public Service Union of Namibia (PSUN)
- Teachers Union of Namibia (TUN)
- Tourism and Allied Workers Union of Namibia (TAWUN)
- Trade Union Congress of Namibia (TUCNA)

APPENDIX D: Tentative List of Civil Society Organisations and Academic Institutions to be Invited to the NPPF

Below is a draft/tentative list of civil society organisations and academic institutions that may be invited to the NPPF, depending on the topic of the Forum.

Civil Society Organisations

- Economic Association of Namibia (EAN)
- Institute for Public Policy Research (IPPR)
- Labour Resource and Research Institute (LaRRI)
- Legal Assistance Center (LAC)
- Namibia Economic Society (NES)

Academic Institutions

- International University of Management (IUM)
- Namibia University of Science and Technology (NUST)
- University of Namibia (UNAM)
- Welwitschia University



Republic of Namibia