

**Republic of Namibia**

**Office of the President**

**National Planning Commission**

**GRN - Civil society partnership and engagement policy**

**May 2024**

**Implementation Period**: 2024 –2027

A diagram of a company's partnership

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*Cabinet Decision n°*

# Acknowledgement

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In acknowledging the collective efforts of these esteemed partners, the NPC recognises the importance of fostering inclusive dialogue and cooperation in advancing policies that promote sustainable development and societal well-being.

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# Foreword

As the Executive Director of the National Planning Commission, I am honoured to present the foreword for the Government-CSO engagement and partnership policy, underscoring the importance of collaboration between the government and civil society in advancing our nation's development agenda.

Namibia has made significant strides in its journey towards democracy, social justice, and inclusive development. However, we recognise that the challenges we face are complex and multifaceted, requiring collective action and partnerships across sectors and stakeholders.

Civil Society Organisations (CSOs), as independent development actors in their own right, are invaluable partners in our nation-building efforts. They bring diverse perspectives, expertise, solutions and grassroots insights to the table, enriching our decision-making processes and ensuring that policies and programs are responsive to the needs of all Namibians, particularly the marginalised and vulnerable.

The partnership policy between the government and civil society reflects our shared commitment to democratic governance, human rights, and sustainable development. It embodies the principles of inclusivity, transparency, accountability, and mutual respect that underpin our vision for a vibrant, inclusive, and resilient society.

Through this policy, we seek to harness the collective potential of government institutions, civil society, and other stakeholders to address pressing societal challenges, promote good governance, and achieve our national development goals as outlined in the National Development Plan 6, Vision 2030 and the Harambee Prosperity Plan.

Together, we will work to strengthen the capacities of civil society, enhance citizen participation and engagement, and foster a culture of dialogue, collaboration, and innovation. We will prioritise the voices of the most marginalised and vulnerable communities, ensuring that no one is left behind in our quest for progress and prosperity.

I call upon all government agencies, civil society, private sector entities, academia, and communities to embrace the spirit of partnership, to collaborate wholeheartedly, and to contribute actively to the implementation of this policy. Let us build bridges, not barriers, and let us forge ahead with determination and unity towards a brighter future for all Namibians.

In closing, I express my sincere gratitude to all those who have contributed to the development of this partnership policy. May our collective efforts pave the way for a more inclusive, equitable, and prosperous Namibia for generations to come.

*Executive Director NPC*

# Acronyms and abbreviations

|  |  |
| --- | --- |
| CBO | Community Based Organisation |
| CRC | Citizen Report Cards |
| CS | Civil Society |
| ATVETIN | Association of Tech and Vocational Education Training Institutions |
| CBNRM | Community Based Natural Resource Management |
| BIG | Basic Income Grant Coalition |
| CCN | Council of Churches of Namibia |
| CIVIC+264 | Civil Society Information Centre Namibia |
| COS | Civic Organisation Scorecard |
| CoP | Community of Practice |
| COPP | Civic Organisations Partnership Policy |
| CSPE | Civil Society Partnership and Engagement Policy |
| CSFN | Civil Society Foundation of Namibia |
| CSO | Civil Society Organisation |
| EPDN | Enhancing Participatory Democracy in Namibia |
| EE | Environmental Education |
| ESD | Education for Sustainable Development |
| EU | European Union |
| FBO | Faith-Based Organisations |
| GII | Gender Inequality Index |
| GPEDC | Global Partnership for Effective Development Co-operation |
| GRN | Government of the Republic of Namibia |
| GRICE | Governance, Responsive Institutions, and Civic Engagement |
| HRBA | Human Rights-Based Approach |
| ICT | Information Communication Technology |
| ICCPR | International Covenant on Civil and Political Rights |
| IRDNC | Integrated Rural Development and Nature Conservation |
| IPPR | Institute for Public Policy Research |
| ISOC | Internet Society Namibia |
| LAC | Legal Assistance Centre |
| LaRRI | Labour Resource and Research Institute |
| MEAL | Monitoring, Evaluation, Accountability and Learning |
| MEN | Men-Engage Namibia |
| MFPE | Ministry of Finance and Public Enterprises |
| MEFT | Ministry of Environment, Forestry and Tourism |
| MGEPESW | Ministry of Gender Equality, Poverty Eradication and Social Welfare |
| MHSS | Ministry of Health and Social Services |
| MoEAC | Ministry of Education, Arts and Culture |
| MURD | Ministry of Urban and Rural Development |
| MICT | Ministry of Information and Communication Technology |
| MoU | Memorandum of Understanding |
| MP | Member of Parliament |
| NACSO | Namibian Association of CBNRM Support Organisations |
| NAU | Namibia Agricultural Union |
| NAFSAN | Namibia Food and Nutrient Security Alliance |
| NamRA | Namibia Revenue Agency |
| NANASO | Namibia Network of Aids Service Organisations |
| NECCSO | Namibian Education Coalition for Civil Society Organisations |
| NEEN | Namibian Environmental Education Network |
| NCE | Namibia Chamber of Environment |
| NDT | Namibia Development Trust |
| NDP | National Development Plan |
| NDS | National Dialogue Secretariat |
| NFPD | Namibia Federation of People with Disabilities |
| NGO | Non-Governmental Organisation |
| NHAG | Namibian Housing Action group |
| NID | National Institute for Democracy |
| NIPAM | Namibia Institute of Public Administration and Management |
| NMT | Namibia Media Trust |
| NNF | Namibia Nature Foundation |
| NPC | National Planning Commission |
| NRWA | Namibia’s Rural Women’s Assembly |
| OMAs | Government Offices, Ministries and Agencies |
| PAY | Physically Active Youth |
| PAYE | Pay As You Earn |
| PETS | Public Expenditure Tracking Surveys |
| RISDP | Regional Indicative Strategic Development Plan |
| SADC | Southern African Development Community |
| SDGs | Sustainable Development Goals |
| SDFN | Shack Dwellers Federation of Namibia |
| SOP | Standard Operating Procedures |
| TU | Trade Union |
| TUCSIN | The University Centre for Studies in Namibia |
| TWG | Technical Working Group |
| UDHR | Universal Declaration of Human Rights |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UN-VNR | United Nations’ Voluntary National Review |
| VO | Voluntary Organisations |
| WAD | Women’s Action for Development |

# Glossary of Concepts, Terms, and Jargons

**Charitable organisations:** Charitable organisations are civil society organisations that provide funds or services to help people with some kind of need, such as addressing poverty, hunger, educational needs, lack of adequate housing or social welfare issues.

**Civic Engagement**: Active participation and involvement of citizens in public affairs, community activities, and decision-making processes. Civic engagement encompasses activities such as voting, advocacy, volunteering, and community organising to promote social change and public welfare.

**Civil Society Organisation (CSO)**: A non-governmental, non-profit organisation that operates independently of the government and the private sector. CSOs advocate for social change, provide services, and engage in civic activities to promote human rights, democracy, and sustainable development.

**Community Based Organisation (CBO)**: A grassroots organisation formed and operated by members of a specific community to address local needs and concerns. CBOs often focus on community development, social welfare, and advocacy for marginalised groups.

**Conservancies:** A conservancy is a community-based mechanism that gives residents in communal areas a way to benefit from the natural resources in their area, under the management of a conservancy committee set up according to the rules in the Nature Conservation Ordinance 4 of 1975[[1]](#footnote-1).

**Civic Organisation Scorecard**: A tool used to assess the performance, effectiveness, and impact of civic Organisations in achieving their objectives. It typically involves a set of indicators or criteria against which the organisation's activities, governance, and outcomes are evaluated.

**Enabling environment** **for CSOs**: a range of legal, political, social, and economic factors that facilitate the functioning of CSOs and enable them to fulfil their roles as independent actors in the public sphere. It is essential for their effective operation, growth, and contribution to societal development.

**Faith-based organisations** (FBOs): FBOs are civil society organisations that are affiliated with a religious group or inspired by religious or spiritual beliefs

**Gender Inequality**: Disparities in opportunities, resources, and rights between individuals of different genders. Gender inequality often results in discrimination, marginalisation, and limited access to education, employment, healthcare, and political participation for women and girls.

**Governance**: The process of decision-making, implementation, and management of public affairs by governments, institutions, and other actors. Good governance is characterised by transparency, accountability, rule of law, participation, and respect for human rights.

**Human Rights-Based Approach (HRBA**): A Human Rights-Based Approach (HRBA) is a framework for the design, implementation, monitoring, and evaluation of policies, programs, and initiatives that places human rights principles and standards at the centre of development processes. HRBA seeks to ensure that all individuals, particularly those who are marginalised or vulnerable, can exercise their human rights and live with dignity.

**Institutionalised Policy dialogue**: a tool which promotes evidence-informed policy-making. It involves deliberation about a high-priority issue, informed by a synthesis of the best-available evidence, where potential policy interventions are discussed by stakeholders.

**Monitoring, Evaluation, Accountability and Learning (MEAL)**: A systematic process for assessing the performance, outcomes, and impact of programs and interventions. MEAL involves monitoring progress, evaluating effectiveness, ensuring accountability to stakeholders, and incorporating lessons learned into future planning and implementation.

**National Development Plan (NDP)**: A long-term strategic plan developed by the government to guide national development priorities, policies, and investments over a specified period. NDPs typically outline goals, strategies, and targets for economic growth, social development, and environmental sustainability.

**Public participation**: Public participation involves citizens contributing to decision-making processes that impact them. It ensures decisions reflect diverse views and community needs, enhancing governance legitimacy. Methods include consultations, town halls, surveys, and digital platforms. This fosters transparency, accountability, and trust in governance.

**Structured dialogue**:refers to a formalised process of communication and exchange between different stakeholders, often organised around specific topics, issues, or themes. This type of dialogue typically involves predetermined procedures, formats, and objectives aimed at fostering meaningful interaction, collaboration, and consensus-building among participants.

**Sustainable Development Goals (SDGs)**: A set of 17 global goals adopted by the United Nations to address urgent global challenges and promote sustainable development by 2030. The SDGs cover a wide range of interconnected issues, including poverty, hunger, decent employment for all, health, education, gender equality, climate action, and peace.

**Technical Working Group (TWG**): A group of experts or stakeholders convened to provide technical expertise, guidance, and support on specific issues or projects. TWGs may be established by governments, Organisations, or institutions to facilitate collaboration, problem-solving, and decision-making.

**Trade Union (TU):** Trade unions, as integral components of civil society, play a crucial role in balancing power dynamics in the workplace, promoting social justice, and advancing the interests of workers in the formal and informal economy. Trade unions foster solidarity among workers, encouraging cooperation and mutual support within and across industries. They provide assistance to members facing workplace disputes, layoffs, or other challenges, offering legal representation, financial aid, and other forms of support. However, within the context of this policy, the emphasis is placed on delineating specific roles they undertake: Labour Rights Advocacy; Social and Economic Justice; Skill Development and Training and Policy Engagement.

**United Nations’ Voluntary National Review (VNR)**: A process through which countries voluntarily report on their progress towards achieving the Sustainable Development Goals (SDGs) at the global level. VNRs provide an opportunity for countries to share experiences, challenges, and best practices in implementing the SDGs.

# Executive Summary

*The GRN-Civil Society Partnership and Engagement Policy's goal is ambitious and commendable, aiming to significantly impact governance, citizen empowerment, and societal transparency. Achieving the objectives outlined requires a concerted effort from both government and civil society. Here's a breakdown of how each objective contributes to the overall goal:*

***Participation****: By strengthening democracy and citizen participation, the policy aims to ensure that the voices of all stakeholders, especially marginalised groups, are heard in decision-making processes. This can lead to more inclusive policies that reflect the diverse needs and perspectives of the population.*

***Capacity****: Leveraging the expertise, resources, and networks of civil society can enhance the effectiveness of national development efforts. Civil society organisations often have specialised knowledge and grassroots connections that can complement government initiatives, leading to more innovative and impactful programs.*

***Accountability****: Promoting transparency and accountability in governance processes is essential for building trust between the government and citizens. By making information more accessible and holding decision-makers accountable, the policy seeks to create a culture of openness and integrity in public administration.*

***Effectiveness****: Enhancing the effectiveness of government policies and programs through structured engagement with civil society can lead to better outcomes. Civil society can provide valuable feedback, monitor implementation, and suggest improvements, ultimately making government initiatives more responsive to the needs of the population.*

Collaboration between the Namibian government and Civil Society is vital for addressing societal issues and achieving the goals determined by the country’s National development plans and sustainable development goals[[2]](#footnote-2). Despite significant progress since independence in 1990, Namibia still faces challenges such as poverty, unemployment and inequality, particularly in rural areas and among marginalised groups. The government has shown commitment to inclusive governance and development, but achieving these goals requires collaboration with civil society.

Namibia's civil society is diverse and vibrant, comprising various organisations such as NGOs, CBOs, faith-based groups, trade unions, research institutes and advocacy organisations. The 2005 Civic Organisations Partnership Policy (COPP) aimed to create a working partnership between the government and CSOs, but was not effectively implemented. The 2022 review also pointed out that while the “spirit” of the policy remains relevant, the modality of government-civil society cooperation, and the role played by NPC in this relationship, should focus on a framework of practical engagement.

**The 2024 GRN-Civil Society[[3]](#footnote-3) Partnership and Engagement**

The 2024 GRN-Civil Society Partnership and Engagement is below presented in a comprehensive table:

|  |  |
| --- | --- |
| **Vision** | A participatory democracy characterised by a vibrant, prosperous, inclusive and resilient society where strong voluntary partnerships and constructive collaboration between the Government and Civil Society forms an integral part of the country’s governance systems. |
| **Mission** | To promote effective collaboration, mutual trust and respect, and shared responsibility between the Government and Civil Society to address societal challenges, advance human rights, and achieve the country’s development goals. By working together transparently, inclusively, and accountably, we aim to empower citizens, strengthen democratic governance, and build a prosperous future for all Namibians. |
| **Goal** | The overall goal of the 2024 GRN-Civil Society Partnership and Engagement is to strengthen governance systems, empower citizens, and create a more transparent and accountable society. Through engagement, advocacy, and capacity-building initiatives, we strive to ensure that all voices are heard and that decision-making processes are inclusive and responsive to the needs of all stakeholders |
| **Objectives** | 1. **Participation**: To strengthen inclusive democracy and citizen participation in decision-making processes from the bottom to the top. 2. **Capacity**: To leverage the independent expertise, resources, innovation, outreach and networks of civil society for national development. 3. **Accountability**: To promote transparency, accountability, and inclusivity in governance processes. 4. **Effectiveness**: To enhance the effectiveness of government policies and programs through transparent, structured and coordinated engagement with civil society. |
| **Principles** | 1. Respect for the autonomy and independence of civil society 2. Continuous structured dialogue and goal-oriented public consultation between the Government and civil society 3. Transparency, reliability and openness in communication and decision-making 4. Equity and inclusivity in partnership arrangements, ensuring a bottom-up representation 5. Shared responsibility and accountability to constituents for achieving common goals |
| **Strategies** | **Objective 1: Participation**   * Guarantee clear communication and follow a shared vision * Ensure stakeholder engagement and participation   **Objective 2: Capacity**   * Capacity building and training * Community Empowerment * Resource mobilisation and funding mechanisms   **Objective 3: Accountability**   * Policy alignment and institutional support * Monitoring, Evaluation, Accountability and Learning   **Objective 4: Effectiveness**   * Advocacy and policy dialogue * Conflict resolution and consensus-building |
| **Key stakeholders** | Government (National, Regional, local), Civil Society, Parliamentarians, Private Sector, Academic and Research Institutions, International Cooperation Partners, Media and Communication Platforms, Donor and Philanthropic Foundations, Traditional and Religious Leaders. |
| **Validation process** | The national validation workshop for the Government-CSO partnership policy, proposed on 29-30 May 2024, should provide a platform for stakeholders to review, discuss, and provide feedback on the draft policy document. The agenda should be designed to facilitate meaningful engagement, promote dialogue, and ensure that diverse perspectives are considered. |
| **Mechanisms for Partnership and Engagement** | 1. Establishment/ enhancement of formal platforms for dialogue and coordination 2. Development of Memoranda of Understanding (MoUs) outlining specific areas of collaboration, roles, and responsibilities 3. Social contracting 4. Regular consultations, joint planning exercises, and review meetings to assess progress and challenges |
| **Alignment with legislative frameworks** | The alignment of the GRN-CSEP policy with international, regional, sub regional agreements, and national legislation is crucial for ensuring coherence, consistency, and effectiveness in its implementation. |
| **Institutional arrangements** | The institutional arrangements of this policy should extensively leverage and utilise existing structures within Namibia's governance system.  **Regional authorities**  The role of regional authorities in collaborating with civil society involves fostering partnerships, facilitating dialogue, providing resources, and ensuring effective local engagement. To ensure the active participation of civil society in identifying priorities and needs of the regions, and to enable their meaningful engagement in regional decision-making processes, several steps must be taken such as: mapping out regional civil society organisations, fostering structured dialogue, appointing civil society focal points/ partnership desks within regional authorities.  **Local authorities**  To ensure the active participation of civil society in identifying priorities and needs of local communities and to enable their meaningful engagement in local decision-making processes, several steps must be taken such as: mapping out local civil society organisations, fostering structured dialogue, appointing civil society focal points/ partnership desks within local authorities. |
| **Steering Committee and Coordination Secretariat** | A **CSPE Steering Committee**, led by the NPC, will be composed of senior government leadership of all involved line Ministries and management of the NPC, MOF, representatives of regional and local authorities and CS representatives of all sectors. The SC is responsible for guiding the development, implementation, and evaluation of the CSPE policy. The Steering Committee is able to create Technical Working Groups, to tackle specific issues of the policy, when the need arises.  A **CSPE Coordination Secretariat** hosted by the NPC will be established. It should be equipped with sufficient human and other resources to effectively promote and advance this policy, guided by the CSPE committee. The Coordination Secretariat should be allocated an annual operating budget to cover essential operational expenses. It is also imperative that the Coordination Secretariat closely collaborates with designated CSO structures, such as the CSO Reference Group members and the existing nationwide sectoral network. |
| **Funding sources** | Funding sources for the Government-CSO partnership and engagement policy in Namibia should be diverse, sustainable, and aligned with the principles of transparency, accountability, and mutual benefit.  Potential sources include government budget allocations, international development partners, public-private partnerships, CSO contributions, social impact investment, revenue generation, and innovative financing mechanisms. By leveraging these sources, the policy can access the resources needed to implement collaborative initiatives effectively and achieve sustainable development outcomes. |
| **Monitoring, Evaluation, Accountability and Learning framework** | A simple M&E digital tool will be developed, under the supervision of the Steering Committee, by the Coordination Secretariat/NPC to measure progress. The tool should enable four key components of the MEAL: 1. Measuring Partnership Effectiveness; 2. Monitoring for Impact; 3. Learning and Improvement; 4. Ensuring Accountability[[4]](#footnote-4). |
| **Capacity Building and Support** | The GRN-CSO partnership and engagement policy aims to enhance the capacity and resilience of civil society and its organisations through various means: 1. Provision of training, technical assistance, and mentorship programs; 2. Access to funding opportunities; 3. Networking and knowledge exchange events. |
| **Indicative activities** | **Objective 1: Participation**   * Awareness: CSPE and NDP 6 dissemination; Establish the GRNCSPE national website and database; CSO “mapping” (joint NPC/Civic +264); Observance international and national days * CSO structural framework: Support to CSO regional and national umbrellas. * Establish CS Partnership desk in Ministries, Regional Councils and major municipalities * National dialogue, e.g.: NDP6, HRBA, Inequality, Gender equality, Housing, Youth skills development and employment, SDGs, informal economy etc.   **Objective 2: Capacity**   * Develop the capacity development curricula * Establish community of practices * Establish the national M&E multi-stakeholder network and capacity * Enable multi-stakeholder representation in regional and international fora   **Objective 3: Accountability**   * Establish the CSPE MEAL baseline and system * Hold yearly GRN-CS conferences with CSPE national award * Technical Working Group on legal recognition   **Objective 4: Effectiveness**   * Social contracting: Pilot projects related to relevant topics and ministries * Resource mobilisation strategy * Establish the CS trust fund |
| **Communication and Visibility** | The GRN-CSPE Communication and Visibility strategy is essential for three main reasons:   * ensuring clarity by explaining the policy's objectives, * encouraging engagement and feedback from stakeholders, and * addressing resistance or misconceptions to foster acceptance and success in implementing the policy.   It aims to bridge the information and collaboration gap between the National Planning Commission, involved Ministries, Civil Society, and the public at large Through targeted and clear communication messages and target group specific tools. It will help to foster awareness and understanding, facilitate engagement with stakeholders, solicit their input, address concerns, and garner support for the policy. It enhances the legitimacy of public policies by demonstrating that they are based on sound evidence, democratic processes, and public participation. |

# Introduction

In Namibia, collaboration between the government and civil society is essential for addressing a wide range of societal issues and achieving sustainable development goals. While the government plays a central role in policy formulation and implementation, Civil society brings unique perspectives, expertise, and grassroots insights that complement governmental efforts and ensure the inclusivity and effectiveness of interventions.

Namibia, since gaining independence in 1990, has made significant strides in political stability, economic development, and social progress. However, the country still faces persistent challenges, including high levels of poverty, unemployment, income inequality, and inadequate access to essential services, particularly in rural areas and among marginalised populations such as women, youth, and people with disabilities.

The Namibian government has demonstrated a commitment to inclusive governance and sustainable development through its National Development Plans, policies, and legal frameworks. However, the realization of these goals requires collaborative efforts involving government agencies, civil society, the private sector, and other stakeholders as well as the finalisation of the country’s ongoing decentralisation process to ensure the inclusion of grassroots and remote community voices in the development process.

Even though limited in numbers and lacking overarching structures, Namibia has a vibrant, civil society sector comprising a diverse range of Non-State Actors and Organisations, including Non-Governmental Organisations (NGOs), CSOs’ networks and umbrellas, Community-Based Organisations (CBOs), Charitable organisations, Faith based organisations, churches, private foundations, trade unions, advocacy groups, and professional associations. These CSOs play a crucial role in advocating for social justice, human rights, environmental protection, and good governance.

In the 2005 COPP policy, “Civic Organisations” refers to all civil society organisations, including CBOs, NGOs and trade unions, which have the following characteristics in common[[5]](#footnote-5):

* They are non-profit distributing;
* They operate in the public interest or in the interest of their members and/or sponsors;
* They adhere to democratic structures; involvement is voluntary;
* They portray high levels of participation;
* They emphasise empowerment of beneficiaries;
* They operate independently (both financially and administratively) from the state and donors.

The drafting team consulted a variety of stakeholders in 5 regions (Khomas, Erongo, Kavango West/East, Oshana and ǁKaras) and conducted online surveys targeting CSOs and Local Authorities.

Against this backdrop, fostering partnerships between the government and CSOs is not only desirable but imperative for advancing Namibia's development agenda, real scope of the present policy. By working together, they can harness their respective strengths, resources, and networks to address the root causes of societal problems and build a more inclusive, equitable, and sustainable future for all Namibians.

# Background

The background of the partnership policy between the government and civil society in Namibia is multifaceted, reflecting the country's history, legal framework, socioeconomic context, international commitments, and policy priorities.

In 2005, the Government of the Republic of Namibia (GRN) formulated a *Civic Organisations Partnership Policy* (COPP). The overall goal of the 2005 GRN-COPP was for the Government, in consultation with civil society, to create a “Working Partnership”, a partnership that works for the entire country, its citizens and their civic organisations and for the Government. This goal was to be realised through the achievement of four objectives[[6]](#footnote-6):

1. To create a greater commitment for civic participation through the promotion and encouragement of active citizenship.
2. To enhance the environment for civic participation and partnership.
3. To bring the Government closer to the people and create partnership opportunities that benefit the Government, civic organisations and civil society.
4. To enhance the capacity of partners (Government and civic organisations) to enter into partnerships and jointly respond to development challenges and opportunities in an efficient, effective and sustainable fashion.

A review process was initiated in October 2022 due to the lapse since the 2005 GRN-COPP and subsequent change in the operational environment since the crafting of this policy. The review concluded that the policy was never implemented and not assessable as initially envisaged for the following reasons:

* The policy had no budget and no implementation plan.
* There was an inadequate investment to translate the policy into an operational framework for government-civil society cooperation.
* Its objectives were too generic to have any practical meaning.
* Ministries have their own sectoral policies and procedures to secure partnerships with CSOs.
* Well-known deficiencies in the operation of local government structures impede civic organisations’ access to local decision-making and curtail their ability to establish partnerships with local authorities.

The review also pointed out that while the “spirit” of the policy remains relevant, the modality of government-civil society cooperation, and the role played by NPC in this relationship, should focus on a framework of practical engagement.

Several challenges exist in the partnership between the Government of the Republic of Namibia (GRN) and civil society. These challenges include:

* *Limited Resources*: Both the government and civil society organisations often face resource constraints, which can hinder effective collaboration and implementation of partnership initiatives.
* *Capacity Constraints*: Civil society organisations may lack the capacity, including technical expertise and financial resources, to effectively engage with the government on policy issues.
* *Communication and Coordination*: There may be gaps in communication and coordination between the government and civil society, leading to misunderstandings and delays in decision-making processes.
* *Legal and Regulatory Environment*: Some legal and regulatory frameworks may restrict the activities of civil society organisations, limiting their ability to participate in partnership initiatives.
* *Political Will*: The level of political will to engage with civil society and implement partnership initiatives can vary, which can impact the effectiveness of the partnership.
* *Trust and Perception*: Building trust between the government and civil society can be challenging, especially if there is a history of conflict or mistrust.
* *Inclusivity and Representation*: Ensuring that all voices are heard and that decision-making processes are inclusive can be challenging, particularly for marginalised or vulnerable groups.
* *Sustainability*: Maintaining long-term partnerships and ensuring their sustainability beyond short-term projects can be difficult, especially in the face of changing political or economic conditions.

Addressing these challenges requires a concerted effort from both the government and civil society to foster a more enabling environment for partnership and collaboration. The 2024 GRN-CS partnership and engagement policy ambition is to improve communication and coordination, build trust, address capacity constraints, and ensure that legal and regulatory frameworks support rather than hinder partnership initiatives.

# Rationale

The rationale behind the 2024 GRN-Civil Society Partnership and Engagement Policy is to enhance governance systems, empower citizens, and foster a more transparent and accountable society in Namibia. The policy recognises that civil society organisations (CSOs) play a crucial role in advancing these objectives by providing independent expertise, resources, innovation, outreach, and networks that can contribute to national development.

By formalizing and strengthening the partnership between the government and civil society, the policy seeks to address existing challenges and capitalise on the potential of collaboration. It aims to enhance citizen participation in decision-making processes, from grassroots to national levels, ensuring that all voices are heard and considered.

Moreover, the policy seeks to leverage the diverse skills and perspectives of civil society to improve the effectiveness of government policies and programs. By promoting transparency, accountability, and inclusivity in governance processes, the policy aims to build trust between the government and citizens, ultimately leading to more responsive and sustainable development outcomes.

The 2024 GRN-CS partnership and engagement policy could draw insights from service level agreements between GRN and civil society (such as between the MURD and NHAG-SDFN) and the 2023 Ministry of Health and Social Services' Social Contracting policy. This approach, which entails agreements with CSOs to deliver health services, will be expanded to other sectors.

Lessons from the Social Contracting policy include its inclusive consultation process, clear legal framework and defined roles for stakeholders. Although budget details are not provided, the MHSS takes the lead in mobilising resources. The social contracting policy should serve as a model for other ministries to collaborate with CSOs in their sectors..

Overall, the rationale behind the policy is to create a conducive environment for meaningful engagement between the government and civil society, recognizing that collaboration between these sectors is essential for achieving shared goals and advancing the well-being of all Namibians.

# Alignment with legislative frameworks

The alignment of the Government-CS partnership and engagement policy with international, regional, sub regional agreements, and national legislation is crucial for ensuring coherence, consistency, and effectiveness in its implementation.

## **X.I International Agreements**

The policy is aligned with international agreements and conventions related to human rights, democracy, sustainable development, and civil society participation.

* *The Universal Declaration of Human Rights* (UDHR)
* Participation (Article 21): The policy's objective to strengthen inclusive democracy and citizen participation aligns with Article 21 of the UDHR, which states that "The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures."
* Capacity (Article 22): The policy's aim to leverage the expertise, resources, and networks of civil society for national development is in line with Article 22 of the UDHR, which recognises the right of everyone to social security and the realization of the economic, social, and cultural rights necessary for their dignity and the free development of their personality.
* Accountability (Article 8): The policy's goal to promote transparency, accountability, and inclusivity in governance processes resonates with Article 8 of the UDHR, which states that "Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law."
* Effectiveness (Article 29): The policy's objective to enhance the effectiveness of government policies and programs through transparent, structured, and coordinated engagement with civil society is consistent with Article 29 of the UDHR, which states that "Everyone has duties to the community in which alone the free and full development of his personality is possible."
* *The International Covenant on Civil and Political Rights* (ICCPR), 1966:
* Participation (Article 25): The policy's objective to strengthen inclusive democracy and citizen participation aligns with Article 25 of the ICCPR, which recognies the right of every citizen to take part in the conduct of public affairs, directly or through freely chosen representatives, and to vote and be elected at genuine periodic elections.
* Capacity (Article 1) The policy's aim to leverage the expertise, resources, and networks of civil society for national development is consistent with the ICCPR's overarching goal to promote the full realization of all civil and political rights.
* Accountability (Article 2): The policy's goal to promote transparency, accountability, and inclusivity in governance processes is in line with Article 2 of the ICCPR, which requires state parties to respect and ensure the rights recognised in the Covenant and to provide an effective remedy for violations.
* Effectiveness (Article 25): The policy's objective to enhance the effectiveness of government policies and programs through transparent, structured, and coordinated engagement with civil society is aligned with the ICCPR's emphasis on ensuring that civil and political rights are exercised effectively.
* *The Sustainable Development Goals (SDGs):*
* Goal 16: Peace, Justice, and Strong Institutions: The policy's objective to promote transparency, accountability, and inclusivity in governance processes contributes to Goal 16, which aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.
* Goal 17: Partnerships for the Goals: The policy's focus on leveraging the expertise, resources, innovation, outreach, and networks of civil society for national development aligns with Goal 17, which emphasises the importance of multi-stakeholder partnerships to achieve the SDGs.
* Goal 5: Gender Equality: The policy's emphasis on inclusive democracy and citizen participation from the bottom to the top can contribute to Goal 5, which aims to achieve gender equality and empower all women and girls.
* Goal 10: Reduced Inequalities: By ensuring that all voices are heard and that decision-making processes are inclusive, the policy can contribute to Goal 10, which aims to reduce inequality within and among countries.
* Goal 3: Good Health and Well-being: The policy's efforts to enhance the effectiveness of government policies and programs through transparent and structured engagement with civil society can contribute to Goal 3, which aims to ensure healthy lives and promote well-being for all at all ages.

The policy also reflects the country's commitments under international agreements relevant to civil society engagement and development cooperation[[7]](#footnote-7).

## **X.II Regional and Sub Regional Agreements**

GRN also has strategic regional and continental agreements that are all domesticated under the NDP’s. These include the African Agenda 2063, the 2015 Addis Ababa Action Agenda and the Regional Indicative Strategic Development Plan (RISDP 2020 - 2030) for SADC amongst others. Overall, the GRN-CSPE policy is aligned with regional and continental agreements vision and aspirations, particularly in promoting democratic governance, citizen participation, partnerships, accountable institutions, and inclusive development across the African continent.

## **X.III National Legislation**

*Constitutional Rights*: The GRN-CSPE policy is aligned with several key principles and provisions of the Namibian Constitution:

* *Democracy (Article 1)*: The policy's objective to strengthen inclusive democracy and citizen participation aligns with Article 1 of the Namibian Constitution, which establishes Namibia as a democratic and secular state.
* *Fundamental Freedoms (Article 8)*: The policy's emphasis on promoting transparency, accountability, and inclusivity in governance processes aligns with Article 8 of the Namibian Constitution, which guarantees fundamental freedoms, including the freedom of expression, assembly, and association.
* *Participation (Article 18)*: By strengthening citizen participation in decision-making processes, the policy aligns with Article 18 of the Namibian Constitution, which guarantees the right of every Namibian to take part in the conduct of public affairs.
* *Accountability (Article 43)*: The policy's goal to promote transparency and accountability in governance processes aligns with Article 43 of the Namibian Constitution, which requires public officials to be accountable to the public for their decisions and actions.
* *Development (Article 95)*: The policy's aim to leverage the expertise, resources, innovation, outreach, and networks of civil society for national development aligns with Article 95 of the Namibian Constitution, which sets out principles for national development, including the promotion of social justice and the eradication of poverty.
* *Equality and Non-Discrimination (Article 10)*: By ensuring that decision-making processes are inclusive and responsive to the needs of all stakeholders, the policy aligns with Article 10 of the Namibian Constitution, which prohibits discrimination on various grounds, including race, gender, and religion.

Overall, the GRN-CSPE policy is aligned with the principles and values enshrined in the Constitution, and should uphold constitutional rights and freedoms, such as the freedom of association, expression, and assembly, as well as principles of equality and non-discrimination. It should also ensure that government-CSO partnerships respect and protect these fundamental rights.

**Legal framework**

The policy is aligned with relevant provisions of the legal framework governing non-profit activities and organisations in Namibia[[8]](#footnote-8), and with some specific areas of national legislation. Nevertheless, the policy may have legal implications, potentially requiring amendments to existing acts. Some related acts and their implications include:

* *Public Private Partnership (PPP) Act of 2017*: Since the policy aims to promote partnerships between the government and civil society organisations through PPPs, amendments to this act may be necessary to accommodate such partnerships and define their legal framework.
* *Public Procurement Act 3 of 2022*: The Public Procurement Act regulates the procurement process for goods, services, and works by government entities. The policy should ensure that CSOs participating in partnership activities comply with procurement regulations when receiving funding or contracts from the government, unless otherwise required.
* *Public Service Act 13 of 1995*: The policy may require amendments to this act to define the roles and responsibilities of public servants in engaging with civil society and implementing partnership initiatives.
* *Local Authorities Act 23 of 1992*: Local authorities play a crucial role in engaging with civil society at the local level. The policy may require amendments to this act to empower local authorities to effectively engage and partner with civil society organisations.
* *Access to Information Act 8 of 2022*: The Access to Information Act promotes transparency and accountability by providing the public with the right to access information held by public bodies. The policy should support the principles of transparency and openness in government-CSO interactions and decision-making processes.
* *Labour Act 11 of 2007*: The Labour Act establishes the rights and obligations of employers and employees in Namibia. The policy should ensure that CSOs adhere to labour standards and practices, including provisions related to employment contracts, working conditions, and occupational health and safety.
* *Friendly Societies Act 25 of 1956*: The Societies Act governs the registration, operation, and management of associations, including non-governmental organisations (NGOs) and other civil society groups. The policy should ensure that requirements and procedures outlined in this act are followed in the establishment and functioning of CSOs participating in the partnership (1956).
* *Customary Law*: Depending on the nature of the partnerships and engagements with traditional authorities and communities, customary law may need to be considered or amended to accommodate these arrangements.

**Civil society duties relating to employment**

* *Labour Act 11 of 2007***:** A civil society organisation that employs staff must follow the provisions of the Labour Act just like any other employer.
* *Social Security Act 34 of 1994:* All employees must be registered with the Social Security Commission. The only operational fund under this law is Maternity Leave, Sick Leave and Death Benefit Fund[[9]](#footnote-9).
* *Employees’ Compensation Act 30 of 1941*: Employers are also required to pay an annual contribution to the Social Security Commission for the Employees Compensation Fund each year. The Employees Compensation Fund provides compensation to employees who are injured on duty.
* *Affirmative Action (Employment) Act 29 of 1998:* This law provides affirmative action measures for three designated groups: (1) racially disadvantaged persons, (2) women and (3) persons with disabilities – with the goal of achieving equal opportunity in employment. To advance this goal, the law places certain requirements on “relevant employers” - which are defined as of 2022 as employers with 10 or more employees.
* *Employment Services Act 8 of 2011:* This law establishes a National Employment Service aimed at achieving full employment in Namibia. “Designated employers” are defined as of 2022 as employers with 10 or more employees[[10]](#footnote-10).

**Paying taxes and customs duties**

* *Income Tax Act 24 of 1981:* If a CSO employs any staff members who earn more than a threshold amount each year, it must register with the Ministry of Finance and Public Enterprises, deduct the income tax due from each of these staff members every month, and pay this money over to the Ministry. This is called PAYE (*Pay As You Earn*)[[11]](#footnote-11).
* *Value-Added Tax Act 10 of 2000***:** VAT is a consumption-based tax, meaning that it is paid by the people and organisations who “consume” goods and services. There are two important VAT issues that may be relevant to a civil society organisation[[12]](#footnote-12). If the CSO meets the level of taxable income that makes VAT registration mandatory, it should be sure to register with NamRA for this purpose. Failure to comply with the VAT requirements in a timely fashion can result in interest charges and other financial penalties.
* *Income Tax Act 24 of 1981***:** The law on income tax applies to all persons, including legal persons and trusts. However, most CSOs are exempted from paying taxes on their organisational income if the income is used solely for advancing the group’s non-profit purposes[[13]](#footnote-13).
* *Customs and Excise Act 20 of 1988:* Some civil society organisations may be eligible for rebates of custom duties on particular types of goods imported into Namibia, under certain conditions.
* *Responsibilities under the Financial Intelligence Act 13 of 2012:* The Financial Intelligence Act combats money laundering and the financing of terrorism and proliferation. The following are the key duties of non-profit organisations under the Financial Intelligence Act: all non-profit organisations must request a clearance certificate from the Financial Intelligence Centre (FIC) so that the Centre can assess whether or not they will be required to register with the FIC[[14]](#footnote-14);All faith-based organisations and charitable non-profit organisations must register with the Financial Intelligence Centre (FIC); all non-profit organisations must produce: a risk management policy document or standard operating procedures, and accounting procedures for expenditures
* *Research, Science and Technology Act 23 of 2004:* The Research, Science and Technology Act covers a broad scope of activities. It defines research very broadly as “the systematic investigation or analysis into, and study of, materials, sources and the physical universe in order to establish facts and knowledge and reach conclusions”. It defines a research institution as “any research, science or technological organisation, institute, society or other body, whether corporate or unincorporated, and whether in the public or private sector, which has the practising of research, science and technology as a part of its activities”. These broad definitions mean that many civil society organisations will find themselves engaged in “research”. A research institute based in Namibia may not conduct any type of research in Namibia unless it is registered with the National Commission on Research, Science and Technology set up under the law to monitor and supervise research. The registration process requires detailed information about the specific research project that is to be undertaken and the individuals who will be involved, as well as payment of application and registration fees.

**Other relevant legislation and policies**

Depending on the nature of partnership activities, other areas of national legislation may be relevant; the policy should consider alignment with these laws as applicable.

* *National Anti-Corruption Strategy and Action Plan 2021-2025 (NACSAP)*: One of the objectives listed in Namibia’s National Anti-Corruption Strategy and Action Plan 2021-2025 (NACSAP) is to support the development of comprehensive codes of conduct for civil society organisations.
* *Social Protection Policy 2021-2030*: The Social Protection Policy is anchored on Article 95 of Namibia’s Constitution, which compels the Government to actively promote equal opportunity and the well-being of all citizens. The Social Protection Policy establishes a comprehensive framework for the provision of efficient, effective and equitable social protection in Namibia, thereby contributing to poverty and inequality reduction.
* *Social contracting policy, 2023[[15]](#footnote-15)*
* *National Housing Policy (Second Revision) 2023*
* *Decentralisation policy, 1998*
* *Water and Sanitation policy, 2008*
* *Food and Nutrition policy, revised version 2021*
* *National Rural Development policy, 2012*
* *Gender policy, 2010*
* *Basic Education Act no.3 of 2020*
* *Sector Policy on Inclusive Education, 2013*
* *National Environmental Education and Education for Sustainable Development: Strategy & Action Plan (2022-2026)*. Environmental Education (EE) and Education for Sustainable Development (ESD) issues must be entrenched in the sectoral and sub-sectoral strategies of all stakeholders and at all institutional levels. To achieve this, a strong culture of networking is recommended in the implementation of this EE and ESD policy as it will promote participation, information sharing, exchanging of views and ideas, and developing the necessary skills among all sectors.
* *National Technical and Vocational Education and Training (TVET) Policy, 2021*
* *National disability council Act 2021*
* *Food and nutrition policy, revised in 2021*
* *National Policy on Volunteerism, 2014*
* *National Youth Policy III*: Namibia’s third National Youth policy was launched on 21 July 2021. Guiding the entire government, it intensifies its work for the youth across the four thematic pillars of, Health & Social Welfare, Education & Skills Training, Economic Empowerment & Inclusion, and Civic & Political Participation.

# Guiding Principles

The CSPE is based on 5 guiding principles which are underpinned by 15 related values/norms:

|  |  |
| --- | --- |
| **5 Principles** | **15 Norms** |
| 1. **Respect for the autonomy and independence of civil society** | 1. Non-interference, 2. Legal recognition by Government 3. Access to resources |
| 1. **Continuous structured dialogue and goal-oriented public consultation between the Government and civil society** | 1. Regular goal-oriented engagement 2. Responsive communication 3. Conflict resolution |
| 1. **Transparency, reliability and openness in communication and decision-making** | 1. Information sharing 2. Consultation mechanisms 3. Public disclosure and access to information |
| 1. **Equity and inclusivity in partnership arrangements, ensuring a bottom up representation** | 1. Representation and participation 2. Diversity and inclusion 3. Equitable resource allocation |
| 1. **Shared responsibility and accountability to constituents for achieving common goals** | 1. Clear roles and responsibilities 2. Mutual accountability mechanisms 3. Learning and adaptation |

## **X.I Respect for the autonomy and independence of CSOs**

Respecting the autonomy and independence of Civil Society Organisations (CSOs) is fundamental to fostering a healthy and vibrant civil society sector. This principle entails:

I.1.***Non-interference:*** The government refrains from unduly interfering in the internal affairs of CSOs, such as their governance structures, decision-making processes, and advocacy activities. CSOs have the right to determine their own priorities, strategies, and organisational structures without external pressure or coercion.

I.2 ***Legal recognition:*** The government recognises the legal status of CSOs and ensures that they are able to operate freely and independently within the framework of the law. This includes facilitating the registration process for CSOs and protecting their rights to freedom of expression, association, and assembly.

I.3 ***Resource allocation:*** The government provides CSOs with access to resources, including funding, facilities, knowledge and technical assistance, without imposing undue restrictions or conditions that compromise their autonomy. This support enables CSOs to pursue their missions and contribute effectively to societal development.

## **X.II Continuous structured dialogue and goal-oriented public consultation**

Continuous dialogue and consultation are essential for building trust, fostering mutual understanding, and addressing emerging issues in government-CSO partnerships. This principle involves:

*II.1.* ***Regular goal-oriented engagement****:* The government and CSOs engage in ongoing structured dialogue and goal-oriented consultation on matters of mutual interest, including policy development, program implementation, and advocacy campaigns. This may involve convening regular meetings, workshops, or forums where stakeholders on all level of society can exchange ideas, share information, secure and share outcomes and seek consensus on key issues.

*II.2* ***Responsive communications***: The government and CSOs commit to timely and responsive communication channels that facilitate rapid exchange of information and feedback. This may include maintaining active communication channels such as email, social media, and dedicated hotlines to address queries, concerns, and requests for support.

*II.3.* ***Conflict resolution***: The government and CSOs establish mechanisms for resolving conflicts, disagreements, or disputes that may arise during the course of their partnership. This may involve appointing mediators, establishing arbitration panels, or seeking external assistance to facilitate constructive dialogue and find mutually acceptable solutions.

## **XI.III Transparency, reliability and openness in communication and decision-making**

Transparency and openness are essential for building partnerships fostering accountability, and enhancing the effectiveness of government-CSO partnerships. This principle involves:

*III.1* ***Information sharing:*** The government proactively shares relevant information, data, and resources with CSOs to facilitate informed decision-making and collaborative action. This includes providing access to government documents, reports, policies, and budgetary information in a timely and accessible manner. The government obliges itself to react to queries and questions addressed by the sector via traditional and modern communication channels. Communication guidelines and performance appraisals for government workers with be adapted accordingly

*III.2* ***Consultation mechanisms*:** The government establishes formal mechanisms for consulting with CSOs on matters of mutual interest, such as policy formulation, program design, and legislative reform. These mechanisms ensure that CSOs have opportunities to contribute their expertise, perspectives, and feedback to government processes.

*III.3* ***Public disclosure and access to information:*** The government and CSOs commit to transparently disclosing their activities, finances, and outcomes to the public. This includes publishing annual reports, financial statements, and impact assessments that demonstrate accountability and integrity in their operations. Government ensures the proper implementation of the Access to information law (2022) by holding all OMA accountable against this Act

## **XI.IV Equity and inclusivity in partnership arrangements**

Promoting equity and inclusivity is essential for ensuring that government-CSO partnerships benefit all segments of society, particularly marginalised and vulnerable groups. This principle entails:

*IV.1* ***Representation and participation***: The government and CSOs strive to ensure the meaningful representation and participation of marginalised groups, including women, youth, persons with disabilities, indigenous peoples, and minority communities, in partnership activities. This should involve targeted outreach, bottom-up approach capacity-building initiatives, and affirmative action measures to overcome barriers to participation.

*IV.2* ***Diversity and inclusion****:* Partnership arrangements are designed to be inclusive and reflective of Namibia's diverse social, cultural, and linguistic landscape. Efforts are made to engage with a wide range of CSOs representing various sectors, geographic regions, and constituencies to ensure that no voice is left unheard.

*IV.3* ***Equitable resource allocation***: Resources and benefits derived from government-CSO partnerships are distributed equitably among participating organisations and communities in all regions of Namibia, with special attention to addressing historical disparities and systemic inequalities. This may involve providing targeted support to under-resourced CSOs and prioritizing investments in areas with the greatest need.

## **XI.V Shared responsibility and accountability for achieving common goals**

Shared responsibility and accountability are essential for building trust, promoting collaboration, and achieving sustainable outcomes in government-CSO partnerships. This principle involves:

*V.1* ***Clear roles and responsibilities****:* The government and CSOs clarify their respective roles, responsibilities, and expectations at the outset of the partnership, ensuring alignment with common goals and objectives. This clarity helps to minimise misunderstandings, conflicts, overcoming misconceptions and false expectations.and duplication of efforts during implementation.

*V. 2* ***Mutual accountability mechanisms***: The government and CSOs establish mechanisms for monitoring, evaluating, and reporting on the progress and outcomes of partnership activities. This may include regular review meetings, performance assessments, and joint impact evaluations that hold all parties accountable for their commitments and contributions.

*V. 3.* ***Learning and adaptation****:* The government and CSOs commit to a culture of continuous learning, reflection, and adaptation in their partnership endeavours. This involves sharing lessons learned, best practices, and failures openly and transparently to inform future decision-making and improve the effectiveness of interventions over time.

# Policy direction

The vision and mission of a partnership policy between the Government and civil society in Namibia articulate the overarching goals, values, and aspirations guiding the collaborative efforts between the two sectors.

## **XII.I Vision**

A participatory democracy characterised by a vibrant, prosperous, inclusive and resilient society where strong voluntary partnerships and constructive collaboration between the Government and Civil Society forms an integral part of the country’s governance systems.

## **XII.II Mission**

To promote effective collaboration, mutual trust and respect, and shared responsibility between the Government and Civil Society to address societal challenges, advance human rights, and achieve and the country’s development goals. By working together transparently, inclusively, and accountably, we aim to empower citizens, strengthen democratic governance, and build a prosperous future for all Namibians.

## **XII.III Goal**

The overall goal is to strengthen governance systems, empower citizens, and create a more transparent and accountable society. Through engagement, advocacy, and capacity-building initiatives, we will ensure that all voices are heard and that decision-making processes are inclusive and responsive to the needs of all stakeholders.

# Objectives

This goal is to be accomplished through the achievement of four objectives:

1. **Participation**: To strengthen inclusive democracy and citizen participation in decision-making processes from the bottom to the top
2. **Capacity**: To leverage the independent expertise, resources, innovation, outreach and networks of civil society for national development
3. **Accountability**: To promote transparency, accountability, and inclusivity in governance processes.
4. **Effectiveness**: To enhance the effectiveness of government policies and programs through transparent, structured and coordinated engagement with civil society.

# Strategies

The following nine strategies support the realisation of this policy:

**Strategies related to Objective 1: Participation**

**Strategy 1 Guarantee clear communication and follow a shared vision**

* Ensure that all stakeholders have a clear understanding of the partnership policy's objectives, principles, and expected outcomes.
* Work towards a shared vision, objectives and activities outlined in the partnership.

**Strategy 2 Ensure stakeholder engagement and participation**

* To achieve broad outreach and ensure the inclusion of the whole of civil society.
* The NPC and Civic +264 should collaborate to establish a joint Civil society information portal, building upon the existing digital CIVIC+264 data base. Hereby close collaborate with regional and local authorities as well as CSOs and international organisations to collect bottom-up data is pivotal.
* Structured and transparent engagement with a diverse range of stakeholders, including government agencies, civil society, private sector entities, academia, and communities, to solicit input, feedback, and buy-in for the partnership policy.
* Facilitate and fund meaningful participation and collaboration through regular consultations, structured dialogue forums, and digital communication platforms that guarantees stakeholders to contribute to decision-making processes and co-create solutions.

**Strategies related to Objective 2: Capacity**

**Strategy 3 Capacity building and training**

* Identify capacity-building support, mentoring and training programs, and technical assistance to enhance the organisational capacities of civil society, government officials on all levels, and other stakeholders involved in partnership initiatives. GRN-CS pilot projects will also offer mutual learning processes.
* Offer and fund workshops, webinars, mentorship programs, and knowledge-sharing sessions on topics such as conflict management/ trust building, policy engagement, participatory budgeting, *Leave no one behind* / Human Rights based Approaches, Resource mobilisation strategies, Citizens' surveillance of public action, social contracting, project design and management, advocacy skills, resource mobilisation, governance, and monitoring, evaluation accountability and learning (MEAL)[[16]](#footnote-16)

**Strategy 4 Community Empowerment**

* Foster grassroots initiatives and community-led projects aimed at tackling local needs, fostering social cohesion and social innovation, promoting economic development, and enhancing environmental sustainability. This involves ensuring sufficient funding and providing necessary methodologies where needed.

**Strategy 5 Resource mobilisation and funding mechanisms**

* Establish mechanisms for resource mobilisation, including government allocations, development partner funding, grants, public-private partnerships, innovative funding sources, to support partnership activities, projects, and capacity-building initiatives.
* Develop transparent and accountable processes for accessing and managing funds, ensuring equitable distribution and effective utilisation of resources based on identified priorities, pilots and needs.

**Strategies related to Objective 3: Accountability**

**Strategy 6 Policy alignment and institutional support**

* Adjust and calibrate policy implementation regularly, based on agreed priority areas, NDP and SDG goals.
* Provide institutional support, guidance, and coordination mechanisms within government agencies responsible for overseeing partnership initiatives, including focal points, inter-ministerial committees, and advisory bodies.
* Ensure that both Houses of Parliament are thoroughly briefed and educated about this policy, enabling them to endorse and supervise its implementation. MPs have a duty to their constituencies, general public and civil society to facilitate more public participation and assist with policy implementation.

**Strategy 7 Monitoring, Evaluation, Accountability and Learning**

* Guarantee robust monitoring and evaluation mechanisms to track progress, assess impact, and identify lessons learned from partnership activities.
* Develop indicators, benchmarks, and evaluation criteria to measure the effectiveness, efficiency, and sustainability of partnership initiatives in achieving their intended outcomes.
* Foster a culture of public accountability, learning and continuous improvement by sharing best practices, success stories, and challenges encountered, and using feedback to adapt strategies and approaches as needed[[17]](#footnote-17).

**Strategies related to Objective 4: Effectiveness**

**Strategy 8 Advocacy and policy dialogue**

* Advocate for supportive policies, legal frameworks, and institutional reforms that promote an enabling environment for civil society, citizen participation, and partnership between government and civil society.
* Ensure that Civil Servants are well trained in understanding the role and function of the diverse sector of Civil Society and actively encourage an open-door approach in all OMA’s for civil society to foster effective collaboration for local and national problem solving. Introducing indicators that demonstrate constructive collaboration between civil servants and civil society within the performance-oriented feedback system of **the public service** could aid as a method to enhance this cooperation.
* Facilitate policy dialogue, advocacy campaigns, and public awareness-raising initiatives to promote the importance of partnership in advancing democratic governance, human rights, and the goals set out in the NDP6.

**Strategy 9 Conflict resolution and consensus-building**

* Establish mechanisms for conflict resolution, mediation, and consensus-building to address disagreements, divergent interests, or challenges that may arise during the implementation of partnership initiatives.
* Encourage open dialogue, mutual respect, and compromise among stakeholders to build trust, strengthen relationships, and maintain momentum for collaboration.

# Implementation arrangements/framework

## **XV.I Institutional arrangements/framework**

The CSPE policy will be approved by parliament before implementation. The Office of the Ombudsman will be consulted on all Human Rights related and service delivery issues.

The Namibian Ministry of Home Affairs, Immigration, Safety, and Security plays a crucial role in the approval process of the GRN-Civil Society Partnership and Engagement Policy. Specifically, the Ministry of Home Affairs, Immigration, Safety, and Security may be involved in reviewing the policy to assess its implications for national security, especially concerning partnerships and engagements involving civil society organisations. They would ensure that the policy does not compromise national security interests or contravene any existing laws or regulations.

During the policy’s implementation, all MoU’s that government enters into with third parties are reviewed by the Office of the Auditor General. In case of the policy revision, it will be audited by the implementation structures and reviewed by NPC in consultation with stakeholders through cabinet submission for a new policy.

### **Regional Authorities**

The institutional arrangements of this policy should extensively leverage and utilise existing structures within Namibia's governance system. Best practice examples should be communicated, adapted, and replicated.

The legal framework for the 14 regional authorities is governed by the Regional Councils Act of 1992. Regional councils are responsible for coordinating regional development, managing resources, and providing basic services. They work closely with the National Planning Commission to align regional plans with national priorities. The act also encourages community participation in decision-making processes.

The role of regional authorities in collaborating with civil society involves fostering partnerships, facilitating dialogue, providing resources, and ensuring effective local engagement. The Constituency Development Committee is a key mechanism for promoting collaboration, assisting in community-based management, identifying needs, proposing projects, and monitoring implementation. To ensure the active participation of civil society in identifying priorities and needs of the regions, and to enable their meaningful engagement in regional decision-making processes, several steps must be taken such as: mapping out regional civil society organisations, fostering structured dialogue, appointing civil society focal points/ partnership desks within regional authorities (detailed actions are outlined in the implementation plan).

### **Local authorities**

Local authorities are regulated by a legislative framework[[18]](#footnote-18), and overseen by the Ministry of Urban and Rural Development. They govern municipalities, towns, and villages, are supposed to be handling local elections, urban planning, some land right issues, infrastructure, waste management, and services provision, such as crucial health, water and sanitation, housing and education. Elected councils, led by mayors or chairpersons take local decisions to ensure a bottom-up approach.

While decentralization efforts aim to empower communities, progress varies in the different local entities and the devolution process is not yet completed, local authorities play a crucial role in fostering development and enhancing residents' lives. Some efforts to strengthen their capacity, improve service delivery, and promote partnerships with civil society and the private sector are underway, aiming for sustainable progress To ensure the active participation of civil society in identifying priorities and needs of local communities and to enable their meaningful engagement in local decision-making processes, several steps must be taken such as: Mapping out local civil society organisations; Fostering structured dialogue; and Appointing civil society focal points/partnership desks within local authorities (detailed actions are as outlined in the implementation plan).

### **Steering Committee and Coordination Secretariat**

**A CSPE Steering Committee (SC)**[[19]](#footnote-19), led by the NPC and accountable to the President office, will be composed of senior government leadership of all involved line Ministries and management of the NPC, MOF, representatives of regional and local authorities and CS representatives from all sectors. The SC is responsible for guiding the development, implementation, and evaluation of the CSPE policy. Its key functions include: Guiding policy development by setting strategic direction and priorities; Engaging stakeholders to ensure diverse perspectives are considered; Allocating resources strategically to support policy implementation; Monitoring progress and evaluating outcomes to inform decision-making; Coordinating efforts across government departments and stakeholders; Advocating for policy priorities and objectives; and Communicating policy decisions and progress transparently.

The Steering Committee is able to create Technical Working Groups, to tackle specific issues of the policy, when the need arises.

**A Coordination Secretariat** hosted by the NPC will be established. It should be equipped with sufficient human and other resources to effectively promote and advance this policy, guided by the CSPE committee. The Coordination Secretariat should be allocated an annual operating budget to cover essential operational expenses. It is also imperative that the Coordination Secretariat closely collaborates with designated CSO structures, such as the CSO Reference Group members and the existing nationwide sectoral networks[[20]](#footnote-20).

|  |  |
| --- | --- |
| **Mechanisms for Partnership and Engagement[[21]](#footnote-21)** | |
| **Establishment / enhancement of formal platforms for dialogue and coordination** | * *Inter-ministerial committees*: These committees consist of representatives from different government ministries and agencies responsible for specific sectors or thematic areas. They provide a platform for coordination, information exchange, and policy coherence across government entities involved in partnership initiatives with civil society. * *Sectoral forums*: These forums bring together stakeholders from government, civil society, the private sector, academia, and communities to discuss sector-specific issues, share best practices, and coordinate collaborative actions. They may focus on sectors such as health, education, environment, gender equality, human rights, and economic development. |
| **Development of Memoranda of Understanding (MoUs) outlining specific areas of collaboration, roles, and responsibilities** | * MoUs specify the areas of collaboration, roles and responsibilities of each party, mechanisms for communication and decision-making, resource commitments, and accountability mechanisms. * MoUs, between GRN and CS and between LAs and CS may cover a wide range of activities, including joint projects and programmes, capacity-building initiatives, advocacy campaigns, research partnerships, and public awareness campaigns. |
| **Social contracting** | * Social contracting involves government outsourcing public service delivery to non-state actors like CSOs and NGOs through formal service level agreements (MoUs). These initiatives aim to enhance service efficiency, effectiveness, and inclusivity in areas like healthcare and education, legal services and youth inclusion leveraging expertise and local networks to reach marginalised populations and improve service quality. |
| **Regular consultations, joint planning exercises, and review meetings to assess progress and address challenges** | * Consultations: regular consultations between government and civil society provide opportunities for stakeholders to exchange information, share perspectives, and identify priorities for collaboration |

### **Roles and responsibilities**

#### Government

The government has several key roles and responsibilities in fostering collaboration with civil society:

1. **Creating an enabling environment**: The government ensures that legal and regulatory frameworks support the operation of CSOs, safeguarding their rights to freedom of expression and association.
2. **Facilitating partnerships**: It establishes formal and transparent mechanisms for dialogue and collaboration between government agencies and civil society, outlined. Particular emphasis is placed on the partnership between CS and regional as well as local authorities, ensuring a bottom-up approach to the partnership mechanisms.
3. **Allocating resources**: The government commits resources to capacity-building initiatives for civil society and provides funding for joint projects addressing priority issues.
4. **Seeking CS input**: It actively solicits input from civil society in needs assessment and issues identification, policy formulation, implementation and monitoring, engaging them in consultative processes and working groups.
5. **Recognizing CS contributions**: The government acknowledges and supports the valuable contributions of civil society to national development, providing institutional support and recognition for exemplary initiatives. It takes upon itself to educate its civil servants about the role of CO e.g. through awareness campaigns and inclusion of collaboration with CS in the annual task list of relevant civil servants.

Additionally, fostering collaboration with civil society should be a performance priority for civil servants, ensuring that engagement with civil society remains a key aspect of public service and policy development.

#### Civil Society

Civil Society has several key roles and responsibilities:

1. **Contribution to policy discussions and implementation**: civil society provides expertise, knowledge, and grassroots insights to inform policy development and program implementation. They conduct research, gather data, and offer practical solutions tailored to the needs of marginalised communities.
2. **Advocacy for marginalised communities**: civil society advocates for the rights and interests of marginalised groups through awareness campaigns, lobbying efforts, and legal activism. They work to address social injustices and inequalities faced by vulnerable populations.
3. **Active participation in government initiatives**: civil society collaborates with government agencies in planning, implementing, and evaluating development programs, on a voluntary basis. They contribute resources and expertise to support efforts in areas such as poverty alleviation, healthcare, education, and environmental conservation.
4. **Transparency and accountability**: civil society maintains high standards of transparency and accountability in their operations and resource management. They disclose information about their activities and finances to stakeholders and adhere to ethical principles and legal requirements.
5. **Job creation:** Civil society directly employs individuals, thereby generating employment within the sector. It also plays a multifaceted role in job creation by advocating for supportive policies, offering skills training, fostering entrepreneurship, executing community development projects, promoting social enterprises, championing labour rights, and spearheading innovation and research. Moreover, mobilising volunteers has the potential to create both temporary and permanent job opportunities.
6. **Advocacy** for the protection and advancement of labour rights, for greater equity and fairness in the distribution of wealth and opportunities and play a significant role in promoting social and economic justice. They contribute to social peace and consensus building in negotiations between employers and employees.
7. **Constructive dialogue with government counterparts**: civil society engage in regular consultations and collaboration with government agencies to exchange information, share perspectives, and identify areas for cooperation. They advocate for policy reforms through peaceful means and uphold ethical standards within the civil society sector.

In addition to the Government and civil society, there are several other stakeholders who play important roles in a partnership policy between the government and civil society in Namibia. These stakeholders may include[[22]](#footnote-22):

1. **Parliamentarians**: MPs represent constituents' interests, oversee policy implementation, and promote partnership initiatives to ensure their success. Responsible Standing Committees of both Houses should therefore be aware of this policy and oversee its implementation.
2. **Private Sector**: Businesses and industry associations contribute financial support and technical expertise to partnership initiatives, enhancing sustainable development outcomes.
3. **Academic and Research Institutions**: Universities and research institutes provide valuable knowledge and technical expertise to inform evidence-based decision-making in partnerships.
4. **International Cooperation Partners**: International organisations and development agencies offer financial assistance and capacity-building support to strengthen civil society and promote good governance.
5. **Media and Communication Platforms**: Media organisations play a crucial role in promoting transparency and accountability by disseminating information and facilitating public engagement.
6. **Donor and Philanthropic Foundations**: Foundations provide financial support and strategic guidance to sustain and scale up successful partnership initiatives.
7. **Traditional and Religious Leaders**: Community leaders mobilise support and ensure cultural sensitivity in program implementation, fostering social cohesion.

Effective engagement and collaboration with these diverse stakeholders can enhance the inclusivity, effectiveness, and sustainability of partnership initiatives between the government and civil society in Namibia, leading to better outcomes for communities and society as a whole.

## **XV.II Legal and Regulatory Arrangements**

Guided by the Constitution and the common law, the Trust Administration Act, 2023 (Act no 11 of 2023), the National Welfare Act, 1965 (Act No. 79 of 1965), the Companies Act, 2004 (Act 28 of 2004, Section 21), and the Financial Intelligence Act, 2012 (Act No. 13 of 2012) will define CSOs eligible for social contracting[[23]](#footnote-23). More specifically:

* Section 16 of the National Welfare Act requires welfare organisations that derive funds or receive financial assistance from the state or local authority or collect money from the public to be registered with the National Welfare Board. It is important to note that a “registered welfare organisation” is NOT a legal structure for a civil society organisation and does NOT give the organisation a separate legal personality or limited liability. This means that it cannot have legal powers to act in its own name i.e. open a bank account, own property; and that it will not protect the members of the organisation from having to repay debts personally if necessary. “Limited liability” means that the liability of the group is limited to the assets of the group. In order for the latter provisions to apply, it must already have a written constitution or other founding document (trust deed for example) before it applies for registration.
* Under the common law it is possible to set up a “Voluntary Association” with a common non-profit purpose. This type of structure does not need to be registered. While not necessary, a Constitution should be drafted which could include the effects of legal personality and limited liability. There is no specific oversight.
* Section 8 of the Trust Administration Act provides for the registration of non-profit trusts with the Master of the High Court.
* Section 21 of the Companies Act provides for non-profit associations to be incorporated as a company limited by a guarantee.
* Section 39 (2) of the Financial Intelligence Act requires accountable and reporting institutions not supervised or regulated by anyone to register their prescribed particulars with the Financial Intelligence Centre for the purposes of supervising compliance with the Act.
* Section 72 provides that the minister may prescribe any nature of procurement supporting government programs to be reserved exclusively for categories of local suppliers.
* Rules 54(1) of the Public Procurement Regulations mandates the minister to invite bidders and suppliers that meet certain criteria to apply for registration to be eligible to participate under national or exclusive preference. Registration requires particulars, such as value-added tax number, Social Security registration number, and entity registration number.

Furthermore, the policy will ensure all financial arrangements are compliant with other legislation, including the State Finance Act, 1991 (Act no 31 of 1991).

The provisions of these Acts, among other existing legislation, legal pronouncements, and guidance, will strengthen the role and functions of institutions and actors participating in the policy implementation. The policy and other guiding documents developed will provide detailed explanations and requirements to satisfy compliance with these Acts/the Common law for voluntary associations.

## **XV.III Resource Mobilisation**

Funding for the Government-CSO partnership and engagement policy in Namibia should be diverse, sustainable, and transparent. Potential sources include government budget allocations[[24]](#footnote-24), international development partners, public-private partnerships, CSO contributions, social impact investment, revenue generation, and innovative financing mechanisms. By leveraging these sources, the policy can access the resources needed to implement collaborative initiatives effectively and achieve sustainable development outcomes[[25]](#footnote-25).

## **XV.IV Monitoring, Evaluation, Accountability and Learning framework**

***Give account, take account, hold to account***

A simple M&E digital tool will be developed by the Coordination Secretariat/NPC, under the supervision of the Steering Committee, to measure progress. The tool should enable four key components of the MEAL:

|  |  |
| --- | --- |
| 1. **Measuring Partnership Effectiveness** | * **Benchmarks**: Establishing targets to gauge partnership performance over time. * **Performance Indicators**: Developing metrics aligning with partnership goals, encompassing both quantitative (e.g., beneficiaries, funds) and qualitative aspects (e.g., stakeholder satisfaction). |
| 1. **Monitoring for Impact** | * **Regular Monitoring**: Tracking progress against objectives, collecting data, and identifying emerging issues. * **Outcome-Focused**: Prioritizing assessment of outcomes and societal impacts, not just outputs. |
| 1. **Learning and Improvement** | * **Periodic Reviews**: Assessing the overall CSPE performance, reflecting on achievements, and identifying areas for enhancement. * **Evaluations**: Conducting formal assessments at intervals to evaluate outcomes, impacts, and sustainability, generating evidence-based recommendations. |
| 1. **Ensuring Accountability** | * **Accountability Mechanisms**: Establishing clear procedures to address non-compliance or misconduct, promoting transparency and integrity. * **Transparency and Integrity**: Holding stakeholders accountable for actions, decisions, and resource use, safeguarding partnership credibility. |

## **XV.V Capacity Building and Support**

The GRN-CSO partnership and engagement policy aims to enhance the capacity and resilience of civil society and its organisations through various means[[26]](#footnote-26):

* **Provision of training, technical assistance, and mentorship programs**: CSOs benefit from training sessions and technical support to strengthen their organisational capacities in areas such as strategic planning, project management, and advocacy. Mentorship programs offer guidance and support from experienced professionals to navigate challenges and access resources effectively.
* **Access to funding opportunities**: CSOs rely on financial resources to sustain their operations and implement projects. Governments, donors, and international organisations provide grants and subsidies to support CSOs in addressing societal needs. Streamlined application processes and transparent allocation of funds ensure fairness and accountability.
* **Networking and knowledge exchange events**: CSOs participate in networking events, conferences, and workshops to connect with peers, share best practices, and forge partnerships. These platforms facilitate collaboration, promote innovation, and enable CSOs to stay informed about emerging trends and policies through online forums and communities of practice.

## **XV.VI Advocacy and Dissemination (Communication Strategy)**

The GRN-CS Partnership and engagement draft policy will be launched at the national level, with multi-stakeholder participation (government, parliament, regional council, local authorities, civil society, private sector and development partners) to raise awareness among diverse stakeholders and the general public. Advocacy and customised IEC material relevant to diverse groups to remove barriers such as language will be developed. Copies will be printed and distributed to all key national and regional stakeholders.

The launch will be supplemented by broader distribution across multiple media, including television, radio, and government websites. A simplified and user-friendly version of the policy will be created to enhance awareness and encourage active engagement in the policy's implementation. This simplified version of the policy will be translated into braille and local languages.

The GRN-CS partnership and engagement policy will be branded with recognizable graphics, colours and fonts. The National Planning Commission and government CS focal points will employ electronic channels (notably social media) and build a feedback link using existing platforms like the National Information Centre. They will also rely on strategic partners, such as the Ministry of Information, Communication, and Technology, regional councils and local authorities, but also trade unions and national and regional civil society networks. Visibility could be supported by strategic champions for the policy, including those from the legislature and traditional structures[[27]](#footnote-27).

# Implementation Action Plan

The successful implementation of the Government-CSO partnership and engagement policy hinges on a well-defined and meticulously executed plan[[28]](#footnote-28). Below is an outline of the key steps, timelines, responsibilities, and resource allocations for translating the policy into actionable initiatives:

|  |  |
| --- | --- |
| **Stakeholder validation, consultations and engagement** | **Timeline**: Commence immediately upon policy presentation.  **Steps**:  1. Organise stakeholder regional workshops, and consultation sessions to gather input and feedback on the policy framework;  2. Engage with diverse stakeholders, including government agencies, civil society, academia, private sector entities, and community representatives, to ensure inclusivity and buy-in.  **Responsible Agency**: National Planning Commission. |
| **Identification of responsible agencies and focal points** | **Timeline**: Assign within three months of policy adoption.  **Steps**:  1. Designate focal points within government agencies to oversee the implementation of specific components of the policy, coordinate partnership activities, and serve as liaisons with CSOs;  2. Establish coordination mechanisms, such as steering committees or task forces, to facilitate cross-sectoral collaboration, information sharing, and joint decision-making.  **Responsible Agencies:** National Planning Commission, Ministry of International Relations and Cooperation, and Ministry of Health and Social Services. |
| **Capacity-building activities** | **Timeline**: Initiate within the first three months of policy adoption.  **Steps**:  1. Develop and implement capacity-building programs, workshops, and training sessions for government officials and CSO leaders on partnership principles, collaboration tools, and best practices;  2. Establish Community of Practices.  **Responsible Agencies:** National Planning Commission and CSO consortium; Support: Ministry of Education, Arts and Culture, and Ministry of Industrialisation and Trade. |
| **Establishment of partnership mechanisms** | **Timeline**: Set up within six months of policy approval.  **Steps**:   1. Form sectoral forums or thematic working groups to facilitate institutionalised policy dialogue coordination, and collaboration between government departments and civil society; 2. Develop terms of reference, mandates, and operational guidelines for partnership mechanisms, outlining roles, responsibilities, decision-making processes, and reporting requirements.   **Responsible Agencies**: National Planning Commission, Ministry of Justice, and Ministries of Health and Social Services, and Environment, Forestry, and Tourism. |
| **Allocation of resources and budgetary provisions** | **Timeline**: Allocate resources in the annual budget cycle following policy approval.  **Steps**:  1. Identify funding sources, including government allocations, donor support, and grants, to finance partnership activities, capacity-building initiatives, and project implementation;  2. Prioritise budgetary provisions for partnership-related expenditures, including staff salaries, training programs, infrastructure development, and collaborative projects.  **Responsible Agencies:** Ministry of Finance and Public Enterprises., National Planning Commission. |

**Key indicative activities**

**Overall goal**: to strengthen governance systems, empower citizens, and create a more transparent and accountable society. Through engagement, advocacy, and capacity-building initiatives, we strive to ensure that all voices are heard and that decision-making processes are inclusive and responsive to the needs of all stakeholders[[29]](#footnote-29)

|  |  |  |  |
| --- | --- | --- | --- |
| **N°** | **Objectives** | **Key indicative activities** | **Indicators** |
| **1** | **Participation**: To strengthen inclusive democracy and citizen participation in decision-making processes | * **Awareness**: CSPE and NDP 6 dissemination; Establish the CSPE national website and database; CSO “mapping” (joint NPC/Civic 264); Observance international and national days * **CSO structuration**: Support to CSO regional and national umbrellas. * Establish **CS Partnership desk** in all Ministries, Regional Councils and major municipalities * **National dialogue**, e.g.: NDP6, HRBA, Inequality, Gender equality, Youth skills development, housing, informal economy and employment, SDGs, etc. | * Broad Multi stakeholder participation to national dialogues * National awareness level (polling) * Existence of CS regional and national networks /umbrellas * Existence and effectiveness of CS Partnership desk in all Ministries, Regional Councils and major municipalities |
| **2** | **Capacity**: To leverage the independent expertise, resources, innovation, outreach and networks of Civil Society for national development | * Develop the **capacity development** curricula * Establish **community of practices** * Establish the national **M&E multi-stakeholder network** and capacity * Enable **multi-stakeholder representation** in regional and international fora | * Capacity development strategy and curricula developed and implemented * Community of practices established * M&E multi-stakeholder network and capacity established and implemented * Multi-stakeholder participation in regional and international fora representation |
| **3** | **Accountability**: To promote transparency, accountability, and inclusivity in governance processes. | * Establish the **CSEP MEAL baseline and system** * Hold yearly **GRN-CS conferences** with CSPE national award * Technical Working Group on **legal recognition** | * Existence of the CSEP MEAL baseline and system * GRN-CS conferences with CSPE national award * Technical Working Group results |
| **4** | **Effectiveness**: To enhance the effectiveness of government policies and programs through transparent, structured and coordinated engagement with civil society | * **Social contracting**: Pilot projects related to relevant topics and ministries * **Resource mobilisation** strategy * Establish the **CS trust fund** | * Pilot projects implemented * CSPE Resource mobilisation strategy developed * CS trust fund established |

# Conclusion

By prioritising sustainability and continuity, government-CS partnerships can ensure long-term effectiveness by integrating partnership principles into national policies, fostering a culture of collaboration, investing in succession planning and capacity development, and adopting flexible partnership models. These efforts are crucial for addressing persistent challenges and advancing shared development goals.

As we move forward, it's vital to uphold the values of transparency, inclusivity, and accountability, engaging all stakeholders in collaborative initiatives for a brighter future. Together, we can make a transformative impact, building a more just, prosperous, and resilient society for generations to come.

In the spirit of partnership and collaboration, let us forge ahead with renewed vigour and commitment, knowing that our collective efforts today will shape the course of tomorrow, and leave a lasting legacy of progress and prosperity for our nation and its citizens.

# Annexure /Appendices

* A.I GRN-CSPE Policy Implementation Action Plan
* A.II National validation workshop for the GRN-CSPE policy
* A.III Indicative list of GRN-CSPE stakeholders
* A.IV A resource mobilisation strategy for the 2024 GRN-CSPE policy
* A.V Key GRN-CSPE Tools
* A.VI GRN-CSPE communication and visibility strategy
* A.VII GRN-CSPE pilot projects
* A.VIII Key CSO networks
* A.IX Legal structures for civil society organisations
* A.X An enabling environment for Civil Society
* A.XI A Human Rights-Based Approach (HRBA)
* A.XII Basic rules of structured dialogues
* A.XIII Key principles for effective public consultations
* A.XIV Bibliography
* A.XV Language

## **A.I GRN-CSPE Policy Implementation Action Plan**

**GRN - Civil society partnership and engagement policy Implementation Action Plan[[30]](#footnote-30)**

The **overall goal** of the 2024 GRN-CSPE is to strengthen governance systems, empower citizens, and create a more transparent and accountable society. Through engagement, advocacy, and capacity-building initiatives, we will ensure that all voices are heard and that decision-making processes are inclusive and responsive to the needs of all stakeholders.

**4 policy objectives**: Participation, Capacity, Accountability, Efficiency

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strategy** | **Output** | **Activity** | **Key Indicators** | **Year 1 (NAD)** | **Year 2 (NAD)** | **Year 3 (NAD)** | **Responsible Entity** |

|  |
| --- |
| **Policy Objective 1: Participation: To strengthen inclusive democracy and citizen participation in decision-making processes** |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | **1. Guarantee clear communication and follow a shared vision** | CSPE validation and finalisation | 1 validation workshop | Multi stakeholder participation to final CSPE policy validation workshop | 400 000 | N/A | N/A | NPC/EPDN |
| IAP with focal points | Identification of responsible OMAs and focal points | Final IAP | N/A | N/A | N/A | NPC/EPDN |
| 2 | **2. Ensure stakeholder engagement and participation** | CSPE dissemination | Radio programs, summary/leaflets in various languages | N° of programs and leaflets - National awareness level (polling) | 500 000 | N/A | N/A | NPC/EPDN/Ref Group |
| 3 | NDP 6 dissemination | Radio programs, summary/leaflets in various languages | N° of programs and leaflets - National awareness level (polling) | 500 000 | N/A | N/A | NPC/EPDN/Ref Group |
| 4 | CSPE national website | Website/Social media | Website built - Traffic - Interactivity/ Facebook page set up | 200 000 | 100 000 | 100 000 | NPC/EPDN/Ref Group |
| 5 | CSO recognition | Observance international and national days | N° of days - Releases- Activities | 200 000 | 200 000 | 200 000 | NPC/CSOs |
| 6 | **7. Monitoring, Evaluation, Accountability and Learning** | Mapping CSOs at local, regional and national level | Local, regional and national mapping on CSPE and CIVIC 264 websites | Number of CSOs mapped | 500 000 | 500 000 | N/A | NPC/Civic 264 |
| 7 | **6. Policy alignment and institutional support** | CSO Partnership desk in all regional Councils and major municipalities | Dedicated staff for CSO partnership desks | Number of CSO partnership desks established | N/A | N/A | N/A | NPC/RC/Civic 264 |
| 8 | **7. Monitoring, Evaluation, Accountability and Learning** | Support to CSO regional and national umbrellas | Dedicated staff for CSO partnership desks | Number of CSO partnership desks established | N/A | 300 000 | 300 000 | NPC/RC/Civic 264 |
| 9 | **8. Advocacy and policy dialogue** | National dialogues | National dialogues held | N° of dialogues held - Multi stakeholder participation | 600 000 | 700 000 | 700 000 | NPC/RC/Civic 264 |
|  | | | | | | | | |
|  | **Strategy** | **Output** | **Activity** | **Key Indicators** | **Year 1 (NAD)** | **Year 2 (NAD)** | **Year 3 (NAD)** | **Responsible Entity** |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Policy Objective 2: Capacity: To leverage the independent expertise, resources, innovation, outreach and networks of civil society for national development** | | | | | | | | |
| 10 | **3. Capacity building and training** | Implement the capacity development strategy and curricula | Develop and implement strategy and curricula | Strategy and curricula finalised - N° of training held | 500 000 | 2 000 000 | 1 000 000 | NPC |
| 11 | **7. Monitoring, Evaluation, Accountability and Learning** | Develop M&E national database, share M&E national plans and define contractual agreements | Identify all national M&E experts (all sectors) - Share the national M&E plans - Identify contractual agreements | M&E national database, share M&E national plans and define contractual agreements | N/A | 500 000 | 500 000 | NPC/Ref Group |
| 12 | **8. Advocacy and policy dialogue** | Database of CSO experts for strategic participation to regional and international fora | Identify CSO experts - Identify regional and international fora - Prepare collectively Namibia's participation | N° of events with multistakeholder delegation | N/A | 500 000 | 500 000 | NPC/MIRC |
|  | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strategy** | **Output** | **Activity** | **Key Indicators** | **Year 1 (NAD)** | **Year 2 (NAD)** | **Year 3 (NAD)** | **Responsible Entity** |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Policy Objective 3: Accountability: To promote transparency, accountability, and inclusivity in governance processes.** | | | | | | | | |
| 13 | **7. Monitoring, Evaluation, Accountability and Learning** | CSEP Monitoring, Evaluation, Accountability and Learning framework | Establish the CSEP MEAL baseline and system | CSEP MEAL baseline and system established | 500 000 | 800 000 | 800 000 | NPC/Ref Group |
| 14 | **2. Ensure stakeholder engagement and participation** | GRN-CSEP Yearly conference | Organise the GRN-CSEP Yearly conference | Yearly GRN-CSEP conference held - Participants | N/A | 1 000 000 | 1 000 000 | NPC |
|  | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strategy** | **Output** | **Activity** | **Key Indicators** | **Year 1 (NAD)** | **Year 2 (NAD)** | **Year 3 (NAD)** | **Responsible Entity** |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Policy Objective 4: Effectiveness: To enhance the effectiveness of government policies and programs through transparent, structured and coordinated engagement with Civil Society** | | | | | | | | |
| 15 | **4. Community Empowerment** | Social contracting pilot projects | SOPs and Contractual agreements established - Pilot projects identified | SOPs and Contractual agreements established - Pilot projects implemented | 500 000 | 2 000 000 | 2 000 000 | NPC/MoHSS/MoF/UN agencies |
| 16 | **5. Resource mobilisation and funding mechanisms** | Resource mobilisation for CSPE | Resource mobilisation activities | GRN budget allocations - N°of donors and partners | 500 000 | N/A | N/A | NPC/MoF |
| 17 | **5. Resource mobilisation and funding mechanisms** | Civil Society trust fund | Feasability and establishment of a Civil Society trust fund established | Civil Society trust fund established | N/A | N/A | N/A | NPC/MoF |
|  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **Year 1** | **Year 2** | **Year 3** |
| **Total budget** | | **4 900 000** | **8 800 000** | **7 300 000** |
| **Grand-Total NAD** | | **21 000 000** | | |
| **Grand-Total EUR** | | **1 050 000** | | |

## **A.II National validation workshop for the GRN-CSPE policy**

The national validation workshops for the Government-CSO partnership policy should provide a platform for stakeholders to review, discuss, and provide feedback on the draft policy document. The agenda should be designed to facilitate meaningful engagement, promote dialogue, and ensure that diverse perspectives are considered. Here's a suggested agenda for the validation workshops:

**GRN-CSPE policy validation workshop agenda**

Director of Proceedings and Moderation: **Mr. Ned Sibeya (NPC) and [TBC]**

**Day 1:**

|  |  |
| --- | --- |
| 8:30 AM - 8:35 AM | Welcome and Opening Remarks |
| 8:35 AM - 8:50 AM | Introduction to the validation process and the importance of the policy framework |
| 8:50 AM - 9:10 AM | **Introduction to the GRN-COPPP Policy**  *Overview of the policy's purpose and scope (Section VII)*  *Explanation of the validation process*  *GRN-COPP Policy Roadmap and Program Structures: Reference Group, Program Steering Committee, NPC, EU and EPDN* |
| 9:10 AM - 10:00 AM | **Background and Context**  *Review of the historical context and reasons for the policy development (Section VIII)*  ***Discussion*** |
| 10:00 AM - 10:15 AM | Tea Break |
| 10:15 AM - 11:10 AM | **Rationale behind the Policy / overall content of the policy**  *Discussion on the motivations and justifications for the policy (Section IX)* |
| 11:15 AM - 12:20 PM | Alignment with Legislative Frameworks  *Examination of how the policy aligns with existing legislative structures (Section X)*  ***Discussion*** |
| 12:15 PM - 1:30 PM | Lunch Break |
| 2:30 PM - 3:00 PM | **Exploration of Guiding Principles**  *Analysis of the principles guiding the policy's development and implementation (Section XI)* |
| 3:00 PM - 4:00 PM | **Policy Direction**  *Presentation and discussion of the vision, mission, and goals of the policy (Section XII)*  **Discussion**  **Objectives and Strategies**  Review of the specific objectives and strategies outlined in the policy (Sections XIII and XIV)  **Discussion** |
| 4:00 PM - 4:30 PM | Wrap-up and Day 1 Conclusion |

**Day 2:**

|  |  |
| --- | --- |
| 8:30 AM - 9:00 AM | Recap of Day 1 and Introduction to Day 2 |
| 9:00 AM - 10:30 AM | **Implementation Action Plan Review (Part 1)**  *Detailed examination of the implementation action plan for policy execution (Section XVI)*  *Discussions* |
| 10:30 AM - 10:45 AM | Tea Break |
| 10:45 AM - 12:30 PM | **Implementation Action Plan Review (Part 2)**  *Continued discussion and analysis of the implementation action plan*  ***Discussions*** |
| 12:30 PM - 2:00 PM | Lunch Break |
| 2:00 PM - 2:30 PM | **Advocacy and Dissemination**  - Discussion on the communication strategy for advocacy and dissemination of the policy (Section XV.VI) |
| 2:30 PM - 3:50 PM | **Monitoring, Evaluation, Accountability, and Learning Framework**  - Review of the framework for monitoring, evaluating, and ensuring accountability in policy implementation (Section XV.IV)  **Discussions** (Section XV.VI)/ (Section XV.IV) |
| 3:30 PM - 4:00 PM | **Conclusion and Next Steps** - *Summary of key insights, conclusions, and discussion on next steps for the implementation process* |
| 4:00 PM - 4:30 PM | Final Remarks and Closure |

## **A.III Indicative list of GRN-CSPE stakeholders**

The following is an indicative list of key stakeholders for the new GRN-CSPE policy:

|  |  |
| --- | --- |
| **Actors** | |
|  | National Planning Commission |
|  | Office of the Prime Minister |
|  | Ministry of Finance and Public Enterprises (MFPE) |
|  | Ministry of Health and Social Services (MHSS) |
|  | Ministry of Justice (Office of the Attorney General) |
|  | Ministry of Gender Equality, Poverty Eradication, and Social Welfare |
|  | Ministry of Education, Arts, and Culture |
|  | Ministry of Higher Education, Training, and Innovation |
|  | Ministry of Urban and Rural Development |
|  | Ministry of Sports, Youth, and National Services |
|  | Ministry of Agriculture, Water and Land Reform |
|  | Ministry of Environment, Forestry and Tourism |
|  | Parliament (National Assembly and National Council) |
|  | Children’s Parliament  Youth Council of the National Council |
|  | Regional Councils |
|  | Civil society Reference group, Civil society umbrellas and thematic networks[[31]](#footnote-31) |
|  | National Youth Council |
|  | Association of Local Authorities of Namibia |
|  | Trade Unions |
|  | BIPA |
|  | Bank of Namibia/of Windhoek |
|  | Private, national, regional and international foundations working with Non-State Actors |
|  | Private for-profit entities (Chamber of Commerce) |
|  | Development partners |
|  | United Nations agencies (UNAIDS, UNICEF and UNDP) |

## **A.IV A resource mobilisation strategy for the 2024 GRN-CSPE policy**

Developing a multi-dimensional resource mobilisation strategy for the 2024 GRN-CSPE policy involves identifying and engaging with various stakeholders and funding sources.

**Fund-raising steps**

To fundraise for the GRN-CSPE, consider the following steps:

* **Assess funding needs - Identify funding gaps and priorities**: Determine specific areas within the GRN-CSPE that require funding, aligning them with the priorities and focus areas of potential contributors.
* **Donor mapping and relationship building**: Conduct donor mapping based on the policy's objectives and target areas to identify potential donors and build relationships with them through regular communication, networking events, and tailored proposals. This may include government budgets, multilateral agencies, foundations, private donors, and corporate sponsors.
* **Advocacy and awareness campaigns**: Conduct advocacy and awareness campaigns to highlight the importance of civil society partnerships in governance and development, targeting both potential donors and the general public.
* **Diversifying funding sources**: Diversify funding sources to reduce dependency on any single donor or funding stream. Explore innovative financing mechanisms, such as crowdfunding and social impact bonds.
* **Build partnerships**: Collaborate with local partners and civil society organisations to strengthen project proposals and increase the chances of securing funding.
* **Participate in funding calls**: Monitor funding opportunities announced by international cooperation agencies and submit proposals that demonstrate the impact and alignment of the GRN-CSPE with their development goals.
* **Attend conferences and workshops**: Participate in events and forums organised by regional and international cooperation partners to network, showcase the GRN-CSPE's work, and explore potential funding opportunities.
* **Capacity building**: Invest in capacity building for civil society organisations to enhance their fundraising and project management skills. This can increase their ability to secure and manage funding effectively.
* **Sustainability planning**: Develop a sustainability plan that outlines strategies for long-term funding beyond the initial implementation phase. This may include income-generating activities and partnerships with local businesses.
* **Monitoring and Evaluation**: Implement robust monitoring and evaluation mechanisms to track the impact of funding and ensure accountability to donors. Use this data to refine fundraising strategies and improve outcomes.
* **Demonstrate impact and sustainability**: Emphasise the impact and sustainability of the GRN-CSPE's initiatives, showcasing successful projects and their contribution to governance, transparency, and citizen engagement.
* **Stay informed and flexible**: Keep abreast of developments in North-South and South-South cooperation, as funding priorities and opportunities may evolve. Be prepared to adapt fundraising strategies accordingly.

**A contemporary diversity of funding sources for the GRN-CS partnership policy**

There are 24 existing funding sources for sustainable development, such as:

|  |  |  |  |
| --- | --- | --- | --- |
| **Funding sources** | | | |
| **National** | **Public Funding** | 1 | National Government Allocations |
| 2 | Local Authorities Funding |
| 3 | National Development Banks |
| **Private Funding** | 4 | National Private Foundations |
| 5 | National faith-based Associations |
| 6 | National Investment Funds and Solidarity Savings |
| 7 | Individual Private Donors |
| **International** | **Multilateral and International Funding** | 8 | Multilateral funding (UNDEF, UNDP, UN Women, UNICEF, etc.) |
| 9 | International development banks (World Bank, etc.). |
| 10 | Regional development banks (ADB, etc.) |
| 11 | Regional and sub-regional funding (EU, AU, SADC, etc.) |
| 12 | North-South cooperation: bilateral OECD-DAC funding (AFD, GIZ, SDC, USAID, etc.) |
| 13 | South-South cooperation: Financing from emerging powers (BRICS, Middle East) |
| 14 | Decentralised cooperation (twinning, international cooperation between local authorities) |
| **Private and Philanthropic Funding** | 15 | International NGOs |
| 16 | International Service Clubs |
| 17 | International faith-based Associations |
| 18 | International Private Foundations |
| 19 | Corporate Foundations and CSR Initiatives |
| 20 | International investment funds and solidarity savings |
| 21 | Individual private donors |
| **Alternative and Innovative Financing** | | 22 | Crowdfunding |
| 23 | Diaspora associations and clubs |
| 24 | National lotteries |

**Public Funding**

1. **National government allocations**

* Advocate for GRN-CSPE implementation
* Highlight the potential benefits of such funding in promoting transparency, accountability, and citizen participation.

1. **Local government funding**

* Engage with local government authorities to secure funding for community-level projects and initiatives that align with local development priorities.
* Collaborate with municipalities and regional governments to integrate civil society engagement into local development plans and budgets.

1. **National development banks**

* Explore partnership opportunities with national development banks to access funding for projects that contribute to socio-economic development and community empowerment.
* Develop project proposals that demonstrate the social impact and sustainability of civil society initiatives for potential financing.

**Private Funding**

1. **National private foundations**

* Reach out to national private foundations to solicit funding support for civil society projects and programs aligned with their philanthropic goals.
* Showcase the positive outcomes and community benefits of previous initiatives to demonstrate the effectiveness of potential investments.

1. **National Faith-based associations**

* Collaborate with national faith-based associations to secure funding for projects that address social welfare and community development needs.
* Highlight the shared values and objectives between civil society initiatives and the missions of religious organisations to foster partnerships.

1. **National investment funds and solidarity savings**

* Tap into national investment funds and solidarity savings mechanisms to access financing for projects with a strong social impact and community focus.
* Present investment opportunities that offer both financial returns and positive social outcomes to attract potential investors.

1. **Individual private donors**

* Launch fundraising campaigns targeting individual private donors who are passionate about social causes and community development.
* Utilise storytelling and impact narratives to connect donors emotionally to the mission and objectives of civil society initiatives.

**Multilateral and International Funding**

1. **Multilateral funding**

* Apply for grants and funding support from multilateral organisations such as the UNDEF, UNDP, UN Women, and UNICEF for projects aligned with their thematic priorities.
* Ensure alignment with the Sustainable Development Goals (SDGs) and other global development agendas to enhance eligibility for funding.

1. **International development banks**

* Seek financing from international development banks such as the World Bank for projects that promote sustainable development, poverty reduction, and inclusive growth.
* Comply with the bank's financing criteria and project evaluation processes to increase the chances of securing funding.

1. **Regional development banks**

* Access funding opportunities from regional development banks such as the African Development Bank (AfDB) for projects that contribute to regional integration and development.
* Collaborate with regional partners and stakeholders to develop cross-border initiatives eligible for regional funding support.

1. **Regional and sub-regional funding**

* Leverage regional and sub-regional funding mechanisms such as those provided by the European Union (EU), African Union (AU), and SADC for projects that address regional challenges and priorities.
* Participate in regional cooperation initiatives and partnerships to access funding opportunities and technical assistance.

1. **North-South cooperation: bilateral OECD-DAC funding**

* Apply for grants and funding support from development partners such as GIZ, AFD, USAID, etc. for projects aligned with their thematic priorities.
* Ensure alignment with the donors’ priorities, Sustainable Development Goals (SDGs) and other global development agendas to enhance eligibility for funding.

1. **South-South cooperation: Financing from emerging powers**

* Apply for grants and funding support from emerging development partners such BRICS, Middle East for projects aligned with their thematic priorities.
* Ensure alignment with the donors’ priorities, Sustainable Development Goals (SDGs) and other global development agendas to enhance eligibility for funding.

1. **Decentralised cooperation (twinning, international cooperation between local authorities)**

* Highlight the potential for twinning and decentralised cooperation initiatives between local authorities in Namibia and partner countries, presenting the GRN-CSPE as a valuable partner for such collaborations.

**Private and philanthropic funding**

1. **International NGOs**

* Partner with international NGOs to access funding support, technical expertise, and networks for implementing civil society projects and programs.
* Align project proposals with the thematic areas and priorities of international NGOs to enhance partnership opportunities.

1. **International Service Clubs**

* Engage with international service clubs such as Rotary International and Lions Clubs International for funding support and community development initiatives.
* Participate in club-led projects and initiatives that promote social welfare and humanitarian assistance.

1. **International faith-based Associations**

* Collaborate with international religious associations to secure funding for projects that address global humanitarian needs and social justice issues.
* Highlight the alignment of civil society initiatives with the values and principles of international religious organisations to build partnerships.

1. **International Private Foundations**

* Seek grants and funding support from international private foundations for projects that promote social innovation, human rights, and sustainable development.
* Demonstrate the potential for scalability, replicability, and impact of civil society initiatives to attract funding from international foundations.

1. **Corporate Foundations and CSR Initiatives**

* Collaborate with corporate foundations and corporate social responsibility (CSR) initiatives to access funding for community development projects and social impact initiatives.
* Build partnerships with corporate entities that share common values and objectives with civil society organisations.

1. **International investment funds and solidarity savings**

* Tap into national investment funds and solidarity savings mechanisms to access financing for projects with a strong social impact and community focus.
* Present investment opportunities that offer both financial returns and positive social outcomes to attract potential investors.

1. **Individual private donors**

* Launch fundraising campaigns targeting individual private donors who are passionate about social causes and community development.
* Utilise storytelling and impact narratives to connect donors emotionally to the mission and objectives of civil society initiatives.

**Alternative and Innovative Financing**

1. **Crowdfunding**

* Utilise national, regional or international crowdfunding platforms to raise funds from a diverse range of donors and supporters for specific projects and initiatives.
* Develop compelling fundraising campaigns and engage with online communities to generate interest and donations.

1. **Diaspora Associations and Clubs**

* Engage with diaspora associations and clubs to mobilise financial resources

1. **National lotteries**

* Consider advocating for a regular contribution from national lotteries to the GRN-CSPE implementation.

By implementing these strategies, and adapting the demand to different funding sources, the 2024 GRN-CSPE policy can effectively mobilise resources to support its objectives and enhance governance and development outcomes in Namibia.

## **A.V Key GRN-CSPE Tools**

The GRN-CSPE implementation will need a series of tools (tool-kits and capacity development tools), in order to be fully operationalised.

These can be developed voluntarily in the course of the first year of the implementation plan, by GRN-CSPE stakeholders and partners. Existing capacity development initiatives, by CSOs or development partners, could also support the GRN-CSPE capacity development strategy. Budget and funding sources for its implementation in Year 2 will need to be identified.

Please note that many of these tools partially exist, in Namibia or elsewhere, and are open source; therefore, what exists will need to be adapted and contextualised to the policy’s purpose.

The key GRN-CSPE tools are:

|  |  |
| --- | --- |
| **Objectives 1 and 2: Participation and Capacity** | 1. GRN-CSPE summary (for dissemination) 2. NDP6 summary (for dissemination) 3. Guidelines for structured dialogues and public consultations 4. Advocacy/Influence strategies 5. Leave no one behind 6. Enabling environment for civil society |
| **Objective 3: Accountability** | 1. Monitoring, Evaluation, Accountability and Learning framework (MEAL) systems/Knowledge management 2. The “Organisational Accountability System” tool 3. Social accountability tools |
| **Objective 4: Efficiency** | 1. Leadership, empowerment, partnership and constructive collaboration 2. Social Contracting 3. Resource mobilisation for CSOs 4. CSO governance tools 5. Environmental friendliness and climate change |

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| --- | --- | --- | --- | --- | --- |
| **N°** | **Title** | **What is it?** | **Tool-kit/Guidelines** | **Capacity Development module** | **Targets** |
| **Objectives 1 and 2: Participation and Capacity** | | | | | |
| 1 | **GRN-CSPE summary (for dissemination)**  Cf. Annex D. GRN-CSPE communication and visibility strategy  **A must** | Presentation of the rationale, goal, objectives and MEAL of the GRN-CSPE | The tool-kit will include:  Leaflet, in several languages  Presentation, in several languages | Trainings’ presentation, in several languages | Multi-stakeholder  CSOs  General public |
| 2 | **NDP6 summary (for dissemination)**  Cf. Annex D. GRN-CSPE communication and visibility strategy  **A must** | Presentation of the rationale, goal and objectives of the NDP6 | The tool-kit will include:  Leaflet, in several languages  Presentation, in several languages | Trainings’ presentation, in several languages | Multi-stakeholder  CSOs  General public |
| 3 | **Guidelines for structured dialogues and public consultations**  Cf. Annexes I. Basic rules of structured dialogues and J. Key principles for effective public consultations  **A must** | Public consultation and advisory processes are regulatory tools employed to improve efficiency, transparency, and effectiveness of decision-making processes. | The guidelines will help public authorities in conducting public consultations and structured dialogue | Trainings’ presentation of the guidelines | Multi-stakeholder |
| 4 | **Advocacy/Influence strategies** | Advocacy / influence strategies are approaches used by CSOs and other stakeholders to influence policies, practices, and decisions of governments, institutions, or other actors. Strategies’ examples are: Research and Evidence, Coalition Building, Campaigns and Public Awareness, Engagement with Decision-makers,  Policy Analysis and Recommendations,  Legal Advocacy and Monitoring and Documentation | The tool-kit will enable CSOs to develop their advocacy /  influence strategies | Trainings’ presentation of advocacy / influence strategies  Focus on socially inclusive change and sustainable economic development | CSOs |
| 5 | **Leave no one behind**  Cf. Annex H. A Human Rights-Based Approach (HRBA)  **A must** | SDGs  Human Rights Based Approaches  Inclusivity and gender equity |  | Trainings’ presentation of the “Leave no one behind” approach | Multi-stakeholder |
| 6 | **Enabling environment for civil society**  Cf. Annex G. An enabling environment for Civil Society  **A must** | Presentation of all aspects of an Enabling environment for civil society |  | Trainings’ Presentation of all aspects of an Enabling environment for civil society | Multi-stakeholder  CSOs |
| **Objective 3: Accountability** | | | | | |
| 7 | **Monitoring, Evaluation, Accountability and Learning framework (MEAL) systems / Knowledge management**  See below an introduction to the MEAL  **A must** | A MEAL framework is a systematic approach used by organisations to track and assess the progress, effectiveness, and impact of their programs or projects.  Notions presented:   * Knowledge management tools * M&E mechanisms * Accountability mechanisms * Learning processes guidelines * Communities of Practice | The tool-kit should enable organisations to develop their own MEAL | The training module will present   1. The CSPE Meal 2. How an organisation can set up its own MEAL system | Multi-stakeholder  CSOs |
| 8 | **The “Organisational Accountability System” tool**  See below an introduction to the OAS  **A must** | The OAS studies information on activities, outputs, results, impacts and lessons learned and reports them in a differentiated way to the relevant stakeholders, enabling them, in turn, to hold the organisation to account. | The tool-kit should enable organisations to develop their own OAS | The training module will present how an organisation can set up its own OAS | Multi-stakeholder  CSOs |
| 9 | **Social accountability tools**  See below an introduction to a specific social accountability tool: the service assessment diamond  **A must** | Social accountability tools are mechanisms or approaches used by citizens, CSOs, and other stakeholders to hold governments, public officials, service providers, and other duty-bearers accountable for their actions and decisions. | The tool-kit will present several social accountability methods and good practices | The module will present several social accountability/ citizens' surveillance of public action methods and good practices | Multi-stakeholder  CSOs |
| **Objective 4: Efficiency** | | | | | |
| 10 | **Leadership, empowerment, partnership and constructive collaboration[[32]](#footnote-32)** | Leadership, empowerment, partnership, and constructive collaboration promote meaningful engagement between CS and government. They can help build trust, enhance communication, and foster a culture of collaboration that leads to more effective and sustainable development outcomes. |  | Trainings’ presentation of all aspects of leadership, empowerment, partnership and constructive collaboration | Multi-stakeholder  CSOs |
| 11 | **Social Contracting**  Cf. the social contracting policy (MHSS)  **A must** | Overall Social Contracting national strategy: SOPs, MoUs and reporting templates, lessons learned from existing good practices and pilot projects | All social contracting tools: SOPs, MoUs and reporting templates, lessons learned | Trainings’ presentation of all social contracting tools | Multi-stakeholder  CSOs |
| 12 | **Resource mobilisation for CSOs**  **A must** | Fund-raising strategies, strategic funding options for CSOs: government allocations, development partner funding, grants, public-private partnerships, innovative funding sources | The tool-kit will enable CSOs to develop their own resource mobilisation strategy | Trainings’ presentation on fund-raising strategies, strategic funding options for CSOs: | CSOs |
| 13 | **CSO governance tools**  **A must** | Financial systems, accountability, volunteer and human resources management |  | Trainings’ presentation on CSO governance tools (in the context of the CSPE) | CSOs |
| 14 | **Environmental friendliness and climate change** | Tools and best practices on how the sectors can develop a greater awareness about mitigation and adaptation to climate change |  | Trainings’ presentation on Environmental friendliness and climate change | Multi-stakeholder |

**The MEAL framework/system (3)**

A Monitoring, Evaluation, Accountability, and Learning (MEAL) framework is a systematic approach used by organisations, particularly in the development sector, to track and assess the progress, effectiveness, and impact of their programs or projects. Each component of the MEAL framework serves a specific purpose:

* **Monitoring**: This involves the systematic collection and analysis of data at various stages of a project or program to track its implementation progress. Monitoring helps in identifying whether activities are being carried out as planned and whether they are achieving the desired outputs.
* **Evaluation**: Evaluation involves the systematic and objective assessment of the relevance, effectiveness, efficiency, impact, and sustainability of a project or program. Evaluations are typically conducted at specific intervals (mid-term or end-term) or at the completion of the project to provide insights into its overall performance.
* **Accountability**: Accountability refers to the responsibility of organisations to stakeholders, including donors, beneficiaries, and the broader community, for the resources entrusted to them and the results achieved. A MEAL framework ensures that organisations are transparent about their actions, decisions, and performance, and that they are accountable for the outcomes of their programs.
* **Learning**: Learning involves the systematic reflection on experiences, lessons learned, successes, and challenges encountered during the implementation of a project or program. A MEAL framework promotes a culture of learning within an organisation, where insights gained from monitoring and evaluation are used to adapt and improve future programming.

Overall, a MEAL framework provides a structured approach to managing and improving the quality and effectiveness of development interventions, while also enhancing accountability and learning within organisations.

**The “Organisational Accountability System” tool (8)**

The starting point for the Organisational Accountability System (OAS) is to open up to stakeholders and be more accountable to them. To achieve this, one needs to build a system of multi-directional accountability strategies to manage the various obligations towards all the organisation's stakeholders.

The **Organisational Accountability System** (OAS) examines information on activities, outputs, results, impacts and lessons learned and reports them in a differentiated way to the relevant stakeholders, enabling them, in turn, to hold the organisation to account.

Building and implementing the OAS is both an iterative and interactive process, generating a constant flow of information between the organisation and its stakeholders. This ongoing exchange of information enables the system to be progressively refined and shaped to better meet the needs and expectations of both the organisation and its stakeholders.

Five key OAS processes and milestones:

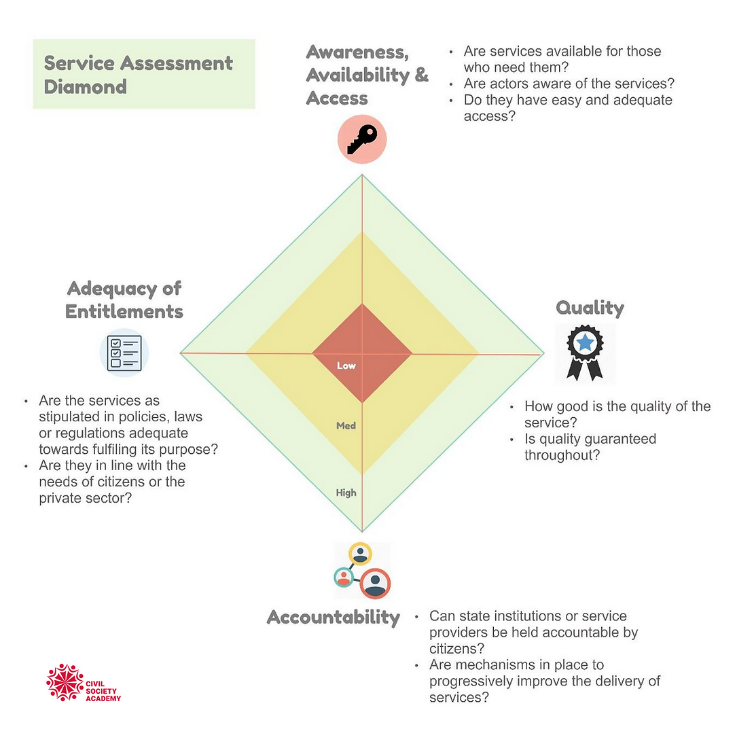
* Define or revisit stakeholder accountability strategies and results frameworks;
* Identify and prioritise the organisation's stakeholders: upwards, downwards, outwards and inwards;
* Evaluate performance based on management for development results (Outputs, Effects, Impacts) and capitalise on the organisation's practices;
* Communicating results and lessons learned;
* Implement feedback mechanisms and means of correcting and/or sanctioning performance: accountability presupposes the possibility of a "feedback loop"[[33]](#footnote-33).

**Social accountability tools (10)**

Social accountability tools are mechanisms or approaches used by citizens, civil society organisations, and other stakeholders to hold governments, public officials, service providers, and other duty-bearers accountable for their actions and decisions. Here are some examples of social accountability tools:

* **Community Scorecards**: Community scorecards involve gathering feedback from community members about the quality and accessibility of public services such as health care, education, water supply, and sanitation. This feedback is then used to engage with service providers and authorities to address identified issues and improve service delivery.
* **Citizen Report Cards (CRC)**: Citizen report cards are surveys conducted among citizens to assess their perceptions and satisfaction with public services. The results of these surveys are used to advocate for improvements in service delivery and to hold governments accountable for addressing citizens' concerns.
* **Public Expenditure Tracking Surveys (PETS)**: PETS are surveys or assessments conducted to track the flow of public funds from the national treasury to the local level and to monitor how these funds are spent on specific projects or programs. PETS help identify leakages, corruption, and inefficiencies in public expenditure and promote transparency and accountability in resource allocation and utilisation.
* **Community Monitoring and Oversight Committees**: These committees are formed at the community level to monitor the implementation of development projects or public services. They provide oversight, ensure transparency, and hold project implementers accountable for their actions. Community members are actively involved in monitoring activities, which helps to enhance project effectiveness and prevent corruption.
* **Social Audits**: Social audits involve the independent review and verification of government programs, projects, or services by citizens or civil society organisations. Social audits assess the effectiveness, efficiency, and impact of these interventions and identify any irregularities or discrepancies in their implementation. The findings of social audits are used to advocate for improvements and to hold responsible authorities accountable.
* **Budget Analysis and Advocacy**: Budget analysis involves examining government budgets to assess how public funds are allocated and spent, particularly in relation to social services and development priorities. Advocacy efforts based on budget analysis aim to influence budget allocations and expenditures to better address the needs of marginalised groups and promote accountability and transparency in public financial management.

**Good practice: The Service Assessment Diamond - A simple visual framework for analysis**

The service assessment diamond[[34]](#footnote-34) is a simple framework to assess and monitor public services and schemes such as health services, education, safety nets, or utilities such as electricity or water. The tool can be used to guide an assessment, or it can be directly used for scoring services in a workshop or community setting to identify the main issues and start a dialogue.

Commonly public services are assessed under the criteria of awareness, availability, and access (AAA) as well as the quality of services. However, this traditional perspective falls short in terms of

* assessing the accountability of the state toward the citizen and specifically to the “powerless”
* assessing the adequacy of the entitlements (i.e., are they sufficient to ensure certain rights?)

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The service assessment diamond includes these dimensions and can provide a comprehensive analysis of the scheme or services in question.

**Application of the Service Assessment Diamond**

* *In Context Analysis:* the service assessment diamond was used since 2019 in the context analysis for initiatives related to social accountability and advocacy in many countries, such as India, Malawi, and Kenya. In those context analyses, services such as primary health services, nutrition programs, agriculture extension services, or employment programs were assessed. The tool proved very useful, delivering quick and structured insights on the strength and issues of service. Those insights helped people prioritise issues and plan social accountability actions and advocacy initiatives.
* *In Field Level Assessments and Service Design*: The use of the diamond at the field level and with communities has been conceptualised but was not yet implemented (status 2022). It would be interesting to combine the diamond with a customer journey to expose and visualise gain and pain points along the journey.

## **A.VI GRN-CSPE communication and visibility strategy**

1. Introduction
2. Target audiences of the communication strategy
3. Key Messages per objective and corresponding messaging tools channels
4. Main responsibilities and collaborators
5. Monitoring, Evaluation Accountability and Learning (MEAL)
6. Implementation Plan and Timeline
7. **Introduction**

This communication and visibility strategy aims to bridge the information and collaboration gap between the National Planning Commission, involved Ministries, Civil Society, and the public at large through targeted and clear communication messages and target group specific tools. It will help to foster awareness and understanding, facilitate engagement with stakeholders, solicit their input, address concerns, and garnering support for the policy. It enhances the legitimacy of public policies by demonstrating that they are based on sound evidence, democratic processes, and public participation.

It is aimed to influence individual or collective behaviour change (e.g. building trust) to achieve its goals. It serves transparency and accountability in government actions.

All of the above are preconditions to the implementation of the policy's action plan and achievement of its objectives, strategies and potential impacts.

This communication strategy is essential for three main reasons: ensuring clarity by explaining the policy's objectives, encouraging engagement and feedback from stakeholders, and addressing resistance or misconceptions to foster acceptance and success in implementing the policy.

1. **Target audiences of the communication strategy**

In alignment with the communication strategy objectives, the following main target audiences have been identified:

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| --- | --- |
| **Government** | 1. GRN at national level (Ministries and Agencies) 2. Regional Councils 3. Local authorities 4. Traditional authorities |
| **Civil Society** | 1. Umbrella bodies 2. Regional and local Networks where applicable 3. CSOs 4. CBOs 5. Faith based organisations 6. Research institutes 7. Charities 8. Trade Unions 9. Churches |
| **Others** | 1. Both Houses of the Parliament 2. Media: Traditional (such as newspapers, television, and radio) and digital media outlets (such as websites, social media, and online publications), including e.g newsletters of CS. 3. International development partners 4. Business community 5. Foundations |

1. **Key Messages per objective and corresponding messaging tools channels**

By leveraging these communication messages and corresponding public communication tools, the policy's objectives, strategies, and action plan can be effectively and widely shared. This will encourage broad participation in shaping and achieving the shared vision and objectives.

|  |  |
| --- | --- |
| **Objective 1. Participation** | |
| **Key messages** | **Related Messaging channels** |
| 1. *From Dialogue to Decision: We are partnering for Inclusive Governance!* | * Website and Facebook page for the policy hosted by NPC * Multi- sector validation workshops in 14 regions * Government and civil society joint press releases * Social media campaigns highlighting collaborative decision-making processes * Public forums and town/community hall meetings organised by both government and civil society organisations * Collaborative publications, video clips and short reports showcasing successful partnerships in governance * Info desks at conferences, promotion videos * Online Surveys and Polls |
| 1. *From informal settlements to Cities: Empowering Every Voice, Every Choice!"* | * Community outreach workshops: in informal settlements, conservancies and urban areas for CSOs/CBOs and their constituency * (Community) Radio programmes * Collaboration with existing Mobile information units |
| 1. *Together We Decide: Building Democracy from the Ground Up* | * WhatsApp groups * Infographic of the policy (in various languages) * Village and town meetings/workshops * Joint Info desks at town markets by CS and local authorities * Community radio station programmes |
| 1. *Building Bridges, Shaping Policies: Civil Society and Government in Dialogue* | * Structured dialogue forums * Public consultations * Online Platforms and Social Media Campaigns about this and other CS related policies and programmes |
| 1. *Participation is Power: Together, we develop Namibia for the benefit of all!* | * Engagement events (NDP’s, sector policies, etc) * Public speeches of key policy makers * Online Platforms and Social Media Campaigns * Progress reports in CSO email newsletters * Awareness raising workshops about CS role by NPC partnership desk, CSPE Steering Committee and Coordination Secretariat for civil servants at all levels of the governance system * Commemorations of international Days like e.g. NGO day, International Day of Social Justice, [International Day of Democracy](https://www.un.org/en/observances/democracy-day) ) * Info desks at government conferences, promotion clips |

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| --- | --- |
| **Objective 2. Capacity** | |
| **Key messages** | **Related Messaging channels** |
| 1. *From local Insights to national growth- Civil Society's expertise paves the way for sustainable, inclusive, and equitable development* | * Sharing user-generated content and testimonials from community members (website, CSO reports, social media,) * showcasing real-life examples of positive change driven by local insights (traditional and digital media platforms to disseminate, social media, radio, TV , YouTube) |
| 1. *Policy Partnerships: Bring Civil Society expertise to “the Table”* | * Tradition and Social Media Campaigns * Awareness raising workshops about CS role by NPC help/ partnership desk, CSPE Steering Committee and Coordination Secretariat for civil servants at all levels of the governance system * Info desks at government conferences, promotion clips * Succinct, well-researched policy briefs and reports showcasing civil society's expertise and contributions across policy domains to be shared with policymakers, government agencies and parliament to inform decision-making. |

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| **Objective 3 Accountability** | |
| **Key messages** | **Related Messaging channels** |
| 1. *Give account, take account, hold to account* | * Advocacy campaigns focused on promoting transparency, accountability, and good governance practices among civil society and government stakeholders * Partnership Agreements and MOUs: Formalise partnerships and collaborations between civil society and government through written agreements or memoranda of understanding (MOUs including provisions for accountability mechanisms and reporting requirements * Online Platforms and Portals: Create dedicated online platforms or portals where CSOs and government agencies can share updates, data, and resources related to their joint initiatives (e.g. Namibia Voluntary National Review (VNR) Report on SDGs implementation, Annual progress report on NDP6) |
| 1. *Transparency Builds Trust: Civil Society & Government Accountable Together* | * Partnership Announcements: Use official channels, such as government websites and civil society newsletters, to announce new partnerships or collaborations focused on promoting transparency and accountability (e.g. Social contracting policy) * Media Interviews and Op-Eds: Interviews with journalists or opinion pieces for newspapers and online publications to share insights and perspectives on transparency and accountability initiatives * Feedback Mechanisms: such as online surveys or suggestion boxes, to gather input from the public on the transparency and accountability efforts of both civil society and government |

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| **Objective 4. Effectiveness** | |
| **Key messages** | **Related Messaging channels** |
| 1. *Innovation through Partnership and Engagement: Civil Society & Government Driving Effective Solutions* | * Grassroots community engagement events and citizens’ forums where local residents can provide knowledge about and input on innovative solutions being developed by civil society and government * Policy Briefs and Infographics: Produce concise policy briefs, infographics, and fact sheets summarizing innovative solutions and their impact on various sectors, and distribute them to policymakers, media outlets, and the public * Hackathons, Innovation Challenges, Open space conference or co-design workshops to encourage collaboration and generate new ideas for solving complex problems |
| 1. *Driving Results: Civil Society & Government collaborating for Policy Impact* | * Reports showcasing the tangible results of civil society and government collaboration on policy outcomes, featuring success stories, case studies, and key achievements, disseminate via traditional and digital media channels * workshops for policymakers, government officials, and civil society to discuss collaborative policy impact, fostering knowledge sharing and capacity building |
| 1. *Empowering Progress: Civil Society & Parliament working together for effective policy oversight* | * Parliamentary Engagement Workshops: for civil society organisations on how to engage with Parliament effectively, including strategies for submitting policy proposals, petitions, participating in consultations and hearings, and engaging with parliamentarians and standing committees * Community outreach events, workshops, or information sessions to educate the public about the role of Parliament in policy oversight and how civil society can contribute to this process * Advocate for civil society representatives to participate in legislative hearings, inquiries, and committee meetings to provide input and oversight on proposed policies and legislation |

1. **Main responsibilities and collaborators**

The National Planning Commission, entrusted with overseeing the Policy, bears primary responsibility for executing it alongside its Communication Visibility Strategy. Accordingly, the NPC will engage with the following stakeholders to secure coordinated support for strategy implementation. This might necessitate the establishment and enhancement of coordination mechanisms between the National Planning Commission and the stakeholders listed below.

|  |  |
| --- | --- |
| **Government** | * Ministry of ICT as a key player for government’s communication with its mandate to actively and timely facilitate information dissemination to the public. * Ministry of Urban and Rural development and affiliated entities (Regional and Local Councils) * Other line Ministries, such as Ministry of Health and Social Services |
| **Parliament** | * National Assembly and in particular Standing Committees * National Council and in particular Standing Committees |
| **Civil Society organisations** | * Civic +264 * CS umbrella bodies * Namibian Internet society * Women in Media * Tucna and other Trade Unions * International cooperation partners |

1. **Monitoring, Evaluation Accountability and Learning (MEAL)**

The Monitoring, Evaluation Accountability and Learning (MEAL) for this Communication strategy is an integral part of the GRN-CSO Partnership and Engagement Policy Monitoring and Evaluation framework. Communication outputs, outcomes and impact will be measured using the following:

* **Outcome-Focused Performance Indicators** encompassing both quantitative (e.g., beneficiaries, funds) and qualitative aspects (e.g., stakeholder satisfaction).
* **Regular Monitoring**: Tracking progress against objectives, collecting data, and identifying emerging issues.
* **Evaluations**: Conducting formal assessments at intervals to evaluate outcomes, impacts, and sustainability, generating evidence-based recommendations.
* **Accountability Mechanisms**: Establishing clear procedures to address non-compliance or misconduct, promoting transparency and integrity.

1. **Implementation Plan and Timeline**

Following is a draft detailed Implementation Action Plan for the Communication Strategy

|  |  |  |  |
| --- | --- | --- | --- |
| Objective 1. Participation | | | |
| Activities and outputs | **Year 1** | **Year 2** | **Year 3** |
| * Multi- sector validation workshops in 14 regions, |  |  |  |
| * National launch   + Press releases   + Media coverage |  |  |  |
| * Policy dissemination   + Infographic of the policy (in various languages)   + Media Interviews and Op-Eds   + Promotion videos   + Community Radio programmes |  |  |  |
| * Website and Facebook page for the policy hosted by NPC |  |  |  |
| * Social media campaign   + Collaboration with existing Mobile information units |  |  |  |
| * Joint Info desks at town markets by CS and local authorities |  |  |  |
| * Engagement events (NDP’s, sector policies, etc)   + Info desks at conferences |  |  |  |
| * Awareness raising workshops about CS role by NPC partnership desk, CSPE Steering Committee and Coordination Secretariat for civil servants at all levels of the governance system |  |  |  |
| * Public forums and town/community hall meetings organised by both government and civil society |  |  |  |
| * Community outreach workshops: in informal settlements, conservancies and urban areas for CSOs/CBOs and their constituency |  |  |  |
| * Collaborative publications, video clips and short reports showcasing successful partnerships in governance |  |  |  |
| * Online Surveys and Polls |  |  |  |
| * Community radio station programmes |  |  |  |
| * Structured dialogue forums |  |  |  |
| * Public consultations |  |  |  |
| * Commemorations of international days e.g. NGO Day, Day of Social Justice, [Day of Democracy](https://www.un.org/en/observances/democracy-day) |  |  |  |
| * Public speeches of key policy makers |  |  |  |
| * Progress reports in CSO email newsletters |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Objective 2. Capacity | | | |
| Activities and outputs | **Year 1** | **Year 2** | **Year 3** |
| * Sharing user-generated content and testimonials from community members (website, CSO reports, social media,) |  |  |  |
| * Showcasing real-life examples of positive change driven by local insights (traditional and digital media platforms to disseminate, social media, radio, TV, YouTube) |  |  |  |
| * Tradition and Social Media Campaigns |  |  |  |
| * Awareness raising workshops about CS role by NPC help/ partnership desk, CSPE Steering Committee and Coordination Secretariat for civil servants at all levels of the governance system |  |  |  |
| * Info desks at government conferences, promotion clips |  |  |  |
| * Succinct, well-researched policy briefs and reports showcasing civil society's expertise and contributions across policy domains to be shared with policymakers, government agencies and parliament to inform decision-making. |  |  |  |
| * Advocate for civil society representatives to participate in international events (UN, AU, SADC) |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Objective 3. Accountability | | | |
| Activities and outputs | **Year 1** | **Year 2** | **Year 3** |
| * Advocacy campaigns focused on promoting transparency, accountability, and good governance practices among civil society and government stakeholder |  |  |  |
| * Partnership agreements and MOUs: Formalise partnerships and collaborations between civil society and government through written agreements or memoranda of understanding (MOUs including provisions for accountability mechanisms and reporting requirements) |  |  |  |
| * Create dedicated online platforms or portals where CSOs and government agencies can share updates, data, and resources related to their joint initiatives (.e.g. Namibia Voluntary National Review (VNR) Report on SDGs implementation, Annual progress report on NDP6) |  |  |  |
| * Partnership Announcements: Use official channels, such as government websites and civil society newsletters, to announce new partnerships or collaborations focused on promoting transparency and accountability (e.g. social contracting policy) |  |  |  |
| * Media Interviews and Op-Eds: Interviews with journalists or opinion pieces for newspapers and online publications to share insights and perspectives on transparency and accountability initiative |  |  |  |
| * Feedback mechanisms such as online surveys or suggestion boxes, to gather input from the public on the transparency and accountability efforts of both civil society and government |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Objective 4. Effectiveness | | | |
| Activities and outputs | Year 1 | Year 2 | Year 3 |
| * Grassroots community engagement events and citizens forums where local residents can provide knowledge about and input on innovative solutions being developed by civil society and government |  |  |  |
| * Policy Briefs and Infographics: Produce concise policy briefs, infographics, and fact sheets summarizing innovative solutions and their impact on various sectors, and distribute them to policymakers, media outlets, and the public |  |  |  |
| * Hackathons, Innovation Challenges, Open space conference or co-design workshops to encourage collaboration and generate new ideas for solving complex problems |  |  |  |
| * Reports showcasing the tangible results of civil society and government collaboration on policy outcomes, featuring success stories, case studies, and key achievements, disseminate via traditional and digital media channels |  |  |  |
| * Workshops for policymakers, government officials, and civil society to discuss collaborative policy impact, fostering knowledge sharing and capacity building |  |  |  |
| * Parliamentary Engagement Workshops: for civil society organisations on how to engage with Parliament effectively, including strategies for submitting policy proposals, petitions, participating in consultations and hearings, and engaging with parliamentarians and standing committees |  |  |  |
| * Community outreach events, workshops, or information sessions to educate the public about the role of Parliament in policy oversight and how civil society can contribute to this process |  |  |  |
| * Advocate for civil society representatives to participate in legislative hearings, inquiries, and committee meetings to provide input and oversight on proposed policies and legislation |  |  |  |

## **A.VII GRN-CSPE pilot projects**

Examples of pilot projects will have to be identified in the first months of the policy implementation.

## **A.VIII Key CSO networks**

|  |  |
| --- | --- |
| **Organisation** | **URL/Facebook** |
| **CSO Reference Group** [[35]](#footnote-35) | |
| 1. Legal Assistance Centre (LAC) | [Legal Assistance Centre](https://www.lac.org.na/) |
| 1. Namibia Institute for Democracy (NID) | [Namibia Institute for Democracy - Political programs in Namibia - EasyBlog (nid.org.na)](https://www.nid.org.na/) |
| 1. CIVIC+264 | [Civic +264 - Civil Society Information Centre Namibia](https://www.civic264.org.na/) |
| 1. Trade Union Congress of Namibia - TUCNA | [Trade Union Congress of Namibia - TUCNA](https://www.facebook.com/profile.php?id=100072327523021&paipv=0&eav=AfbQUygJvyf56t05Ut2OPVY6SG8zMISSjlZi5Ft1Ys5K3uHoBDvHQK376_yGxj3bXPk&_rdr) |
| 1. Shack Dwellers Federation of Namibia & Namibian Housing Action group (SDFN & NHAG) | [SDFN & NHAG](https://www.shackdwellersnamibia.com/) |
| 1. Institute for Public Policy Research (IPPR) | [IPPR](https://ippr.org.na/) |
|  | |
| **Networks, and coalitions (listed on CIVIC+264) [[36]](#footnote-36)** | |
| 1. Action (Access to information coalition) Namibia | [The ACTION Coalition - Access to Information Namibia (action-namibia.org)](https://action-namibia.org/) |
| 1. Basic income grant coalition (BIG) | [Basic income grant coalition](https://www.facebook.com/basicincomegrantnamibia) |
| 1. Council of Churches Namibia CCN: | [Council of Churches in Namibia](https://www.facebook.com/pages/Council-of-Churches-in-Namibia/596433127057929) |
| 1. Hardap Regional CSOs Network | [Hardap Region Civil Society Organisations Network](https://www.facebook.com/hardapcivilsocietyorganizations?paipv=0&eav=AfacK8F118U5bTL20BUnnkJkHIH6wiuuj-IxMkxRNHN4JbQAr-5Ze3RN0_shEqfc1LU&_rdr) |
| 1. MenEngage Namibia (MEN) | [MenEngage Namibia](https://www.facebook.com/groups/MenEngage.Namibia) |
| 1. NACSO | [NACSO](https://www.nacso.org.na/) |
| 1. Namibia Agricultural Union (NAU) | [Namibia Agricultural Union](https://www.facebook.com/NamibiaAgriculturalUnion) |
| 1. Namibia Food and Nutrient Security Alliance (NAFSAN) | [NAFSAN](https://www.nafsan.org/) |
| 1. Namibia Chamber of Environment (NCE) | [NCE](https://n-c-e.org/) |
| 1. Namibian Child Rights Network (NCRN) | [NCRN](https://www.ncrn.org.na/) |
| 1. The Namibian Education Coalition for Civil Society Organisations (NECCSO) | [NECCSO](https://www.facebook.com/profile.php?id=61552519569297) |
| 1. Namibia Federation of People with Disabilities (NFPDN) | [NFPDN](https://www.facebook.com/profile.php?id=100077696351566) |
| 1. Namibia Development Trust (NDT) | [NDT](https://www.facebook.com/NamibiaDevelopmentTrust) |
| 1. Shack Dwellers Federation of Namibia & Namibian Housing Action group (SDFN & NHAG) | [SDFN & NHAG](https://www.shackdwellersnamibia.com/) |
| 1. Namibia’s Rural Women’s Assembly (NRWA) | [NRWA](https://www.facebook.com/nrwa.ngo/) |
| 1. Association of Tech and Vocational Education Training Institutions (ATVETIN) | [ATVETIN](https://atvetin.com/) |
| 1. iCivics | [iCivics](https://www.icivics.org/) |
| 1. IRDNC (Integrated Rural Development and Nature Conservation) | [IRDNC](https://www.irdnc.org.na/) |
| 1. Financial Literacy Initiative | [Financial Literacy Initiative](http://www.fli-namibia.org/product/one-economy-foundation/) |
|  | |
| **Civil Society organisations featured in the CSO Mapping of EPDN (2020)[[37]](#footnote-37)** | |
| 1. CIVIC +264\* | [CSO Mapping Report for EPDN\_Final Dec 2020\_bc5c.pdf](https://www.epdn.org/Uploads/CSO%20Mapping%20Report%20for%20EPDN_Final%20Dec%202020_bc5c.pdf) |
| 1. Action Coalition |
| 1. Basic income Grant coalition |
| 1. Nanaso Namibia Network of Aids Service Organisations |
| 1. LAC: Legal Assistance Center |
| 1. NID: Namibia Institutre for Democracy |
| 1. NMT Namibia Media Trust |
| 1. IPPR Institute for public policy research IPPR |
| 1. Economic & Social Justice Trust |
| 1. LaRRI Labour Resource and Research Institute |
| 1. NCE Namibia Chamber of Environment |
| 1. NNF Namibia Nature Foundation |
| 1. NACSONamibian Association of Community Based Natural Resource Management (CBNRM) Support Organisations |
| 1. NDT Namibia Development Trust |
| 1. Society for Family Health |
| 1. Positive Vibes |
| 1. Sister Namibia |
| 1. WAD Women’s Action for Development |
| 1. Regain Trust |
| 1. Out-Right Namibia |
| 1. PAY Physically Active Youth |
| 1. ISOC Internet Society Namibia |
| 1. SDFN Shack Dwellers Federation of Namibia |
| 1. NWRA Namibian Rural Women’s Assembly |

## **A.IX Legal structures for civil society organisations**

There are many terms that civil society organisations may choose to describe themselves, but there are only three main legal structures that are used to set up civil society organisations in Namibia[[38]](#footnote-38):

1. Voluntary associations;
2. Trusts and
3. Non-profit companies (also known as section 21 companies).

A voluntary association is the simplest structure to set up and administer, followed by a trust. A non-profit company is the most complex legal structure to use

**Comparing the three different legal structures for CSOs**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Voluntary association** | **Trust Non-profit** | **(Section 21) Company** |
| **Relevant law** | common law developed over time through  court cases | Trust Administration  Act 11 of 2023 | Companies Act 28 of 2004 |
| **Founding document** | Constitution | Deed of Trust | Memorandum of  Association and Articles of Association |
| **Registration** | No registration  requirement | Master of the High  Court | Registrar of Business and Industrial Property at the Business and Intellectual  Property Authority (BIPA) |
| **Registration fees** | None | N$200 | Modest registration fees |
| **Minimum requirements for formation** | 3 or more members (no maximum number of members) | 1 founder, 1 or more trustees and 1 or more beneficiaries who can be described as a group (no maximum number of trustees or beneficiaries) | 7 or more members and 2 or more directors (no maximum numbers) |
| **Management structure** | Depends on constitution; ultimate decision-making power lies with members | Board of Trustees | Board of Directors; Annual General Meeting (AGM) of members |
| **Reporting requirements** | None | Annual financial statements must be filed with the Master along with an annual tax return or proof of tax exemption; certain records and registers must be kept and provided on request | Annual return containing specified contents must be filed with the Registrar; certain registers must be kept and provided on request |
| **Financial safeguards** | No specific legal requirements, but constitution should ideally include sound financial controls | Trust property to be kept separate from other property; annual audit by a registered accountant to be provided to the Master; specified records of financial transactions to be kept by trustees | Annual audit by a registered accountant; accounting records that comply with requirements set out in the law; annual financial statements provided to members and to the Registrar in advance of the AGM |
| **Winding up** | Constitution must say what will happen to the organisation’s assets if it ceases to exist (typically transferred to an organisation with similar objectives) | Deed of Trust must say how the trust will be closed down and what will happen to its assets (typically transferred to an organisation with similar objectives) | Special resolution of members registered with the Registrar; security for outstanding debts provided to the Master of the High Court (unless waived by the Master); other rules and procedures set out in the law must be followed |
| **Independent legal personality?** | Yes, if constitution contains certain elements | No, but it has a special status and acts through its trustees as its representatives | Yes |
| **Limited liability? (except in cases of negligence or wrongdoing)** | Can be provided for in the constitution if the constitution also gives the group an independent legal personality | Yes | Yes, with a few exceptions |

**Registering as a Welfare Organisation under the National Welfare Act 79 of 1965[[39]](#footnote-39)**

Note that being a “registered welfare organisation” is NOT a legal structure for a civil society organisation. This type of registration does NOT give an organisation a separate legal personality or limited liability. A group that wants to register as a welfare organisation must already have a written constitution or other founding document. For instance, the Cancer Association of Namibia (CAN) is a non-profit company which is also a registered welfare organisation. As another example, Ombetja Yehinga Organisation is a trust which is also a registered welfare organisation.

The National Welfare Act defines a “welfare organisation” as any association of persons with one or more of the following objects: carrying out social work by means of individual treatment, group work or community organisation; addressing the material, spiritual or social requirements of persons or families in distress and in need of assistance; carrying out charitable activities for persons or families who are in need and require assistance; preventing social distress and poverty of persons or families; giving legal assistance and advice as a form of social assistance; collecting contributions towards any war fund; preventing cruelty to animals and promoting animal welfare; collecting funds for any of these purposes.

It does not matter whether or not the group has an independent legal personality. However, the category is defined to exclude institutions maintained and controlled by the State, a local authority, a hospital board, a registered trade union or any religious body (where the activities are confined to religious work). A civil society organisation that falls under the definition of “welfare organisation” must register with the Ministry of Health and Social Services under the National Welfare Act if it gets some or all of its funding from the State, a local authority or contributions collected from the public.

Registration requires that the group must have a written founding document (constitution, Deed of Trust or Memorandum of Association) that provides for a managing committee of at least seven members. The founding document must also contain: the name of the organisation; the objects of the organisation; the area or areas where the welfare organisation proposes to operate; how the managing committee is constituted and how vacancies are filled; how any branch and subsidiary organisations are controlled and managed; how the assets of the organisation will be disposed of if the organisation is dissolved; the procedure for amending the founding document; and details about membership of the organisation.

To register, an organisation must submit an application to the National Welfare Board. The objects of the group will be published in the Government Gazette (a regular government publication of legal issues that is issued several times each week), along with a call for any objections to its registration. If any objections are filed, then the application for registration must go to the Minister for decision.

Registration can be denied if the Board believes that the group does not comply with the requirements set out in the law for registration, is not primarily operating for one of the purposes of a welfare organisation, is not operating in good faith, is duplicating the work of some other similar group, or has adopted a name that is likely to mislead the public.

If the registration is approved, the organisation will be given a registration certificate that contains its welfare organisation number. This can be used to demonstrate the organisation’s good faith to potential contributors. A registered welfare organisation must keep books and accounts as directed by the National Welfare Board and file certain reports and returns (the details regarding these requirements may change from time to time and should be confirmed at the time of registration.) The Ministry has the authority to arrange an inspection of any aspect of the activities of a registered welfare organisation at any time, and to examine all documents relating to its activities. The Ministry can also examine and audit the finances of a registered welfare organisation If a registered welfare organisation conducts its activities wholly or partly through branches, each branch must be governed by a branch committee consisting of at least five members, but it must also be subject to the control and guidance of the overall management committee. A registered welfare organisation must supply the names, addresses and occupations of the members of its managing committee to the National Welfare Board, and give notice of any changes to the committee of any of its key office-bearers. It must provide the Board with the address of its head office and give notice of any change of address. It must also comply with certain basic financial and record-keeping requirements, including an annual audit. A registered welfare organisation must also apply to the National Welfare Board if it wants to change its name or its objects.

The registration can be cancelled if the group: no longer meets the criteria for registration; has failed to comply with any condition of its registration; has not actually functioned for at least two years; has failed to provide the required financial returns to the National Welfare Board; has collected contributions from the public without using its full name as the name appears on the registration certificate; or provides wages or other rewards to any person that are excessive in comparison to the contributions it receives.

If the Ministry discovers that a registered welfare organisation is collecting contributions under false pretences, or that a welfare organisation is collecting contributions without being registered, it can require that the contributions be returned to the contributors as far as possible, or handed over to the Ministry to return. The Ministry can decide what is to be done with any contributions that cannot be returned in these circumstances. The collection of contributions in violation of the law is also a crime.

Contributions made to a registered welfare organisation are tax-deductible for the person who made them. The law on welfare organisations is outdated. In late 2022, the Ministry of Health and Social Services indicated that a new law on welfare organisations was in an advanced stage of preparation.

**Registering to carry out research under the Research, Science and Technology Act 23 of 2004**

The Research, Science and Technology Act covers a broad scope of activities. It defines research very broadly as “the systematic investigation or analysis into, and study of, materials, sources and the physical universe in order to establish facts and knowledge and reach conclusions”. It defines a research institution as “any research, science or technological organisation, institute, society or other body, whether corporate or unincorporated, and whether in the public or private sector, which has the practising of research, science and technology as a part of its activities”.

These broad definitions mean that many civil society organisations will find themselves engaged in “research”. A research institute based in Namibia may not conduct any type of research in Namibia unless it is registered with the National Commission on Research, Science and Technology set up under the law to monitor and supervise research. The registration process requires detailed information about the specific research project that is to be undertaken and the individuals who will be involved, as well as payment of application and registration fees.

In its application for registration, a Namibian-based research institute must show that the purpose, goal or result of the research will be beneficial to Namibia, and that nothing in its past conduct suggests that it will not comply with the legal rules on research. If the application is approved, the research institute will be issued with a research certificate that is valid for a period specified in the certificate, and which can be renewed on application by the research institute. If the research project changes after the certificate has been issued, the Commission must approve the changes. A research certificate can be cancelled for a number of reasons – including delays of more than 12 months in the commencement or progress of the research.

On the positive side, the Commission also provides grants, training and other support to encourage research in some cases. For up-to-date information on the legal framework and the availability of grants, you should contact the National Commission on Research, Science and Technology.

## **A.X An enabling environment for Civil Society**

An **enabling environment** for Civil Society is essential for effective operation, growth, and contribution to societal development. It encompasses a range of legal, political, social, and economic factors that facilitate the functioning of CSOs and enable them to fulfil their roles as independent actors in the public sphere. Here are some key aspects of an enabling environment for civil society:

1. **Legal framework**: A conducive legal framework provides civil society with the legal recognition, rights, and freedoms necessary to operate freely and independently. This includes laws that protect freedom of expression, association, and assembly, as well as provisions for the establishment, registration, and governance of civil society. Clear and transparent procedures for registration, reporting, and accountability help ensure compliance with legal requirements while minimizing bureaucratic obstacles.
2. **Political will and support**: Government commitment to fostering a vibrant civil society sector is crucial for creating an enabling environment. Political leaders play a critical role in promoting an open, inclusive, and participatory approach to governance that respects and values the contributions of civil society. Policies and initiatives that encourage dialogue, collaboration, and partnership between government and civil society further enhance the enabling environment.
3. **Freedom of expression and assembly**: An environment that respects and protects freedom of expression and assembly allows civil society to voice their opinions, advocate for their causes, and mobilise public support for social change. Freedom of the press and access to information are also essential components, enabling CSOs to disseminate information, raise awareness, and hold governments and other actors accountable.
4. **Access to resources**: Adequate access to financial, human, and material resources is critical for the sustainability and effectiveness of civil society. This includes funding from diverse sources, such as government grants, private donations, international assistance, and income-generating activities. Civil society organisations also require skilled staff, volunteers, and infrastructure to carry out their activities effectively.
5. **Civic space and participation**: An enabling environment encourages active citizen engagement and participation in public affairs. This involves mechanisms for public consultation, dialogue, and decision-making that allow civil society and citizens to contribute to policy formulation, implementation, and monitoring. Freedom of association enables individuals to join together to form CSOs and advocate for shared interests and concerns.
6. **Rule of law and accountability:** Strong institutions, independent judiciary, and effective mechanisms for oversight and accountability are essential for ensuring that CSOs operate within the boundaries of the law and adhere to ethical standards. CSOs themselves should also demonstrate transparency, accountability and good governance practices to maintain public trust and credibility.
7. **Recognition of diversity and pluralism**: An enabling environment respects and values the diversity of CSOs and their roles in representing different interests, perspectives, and constituencies. This includes recognition of the unique contributions of grassroots organisations, advocacy groups, service providers, and other types of CSOs, as well as protection of the rights of marginalised and vulnerable groups to organise and participate in civil society activities.

Overall, an enabling environment for civil society is characterised by openness, inclusivity, and respect for fundamental freedoms and rights. It provides the foundation for vibrant civic engagement, democratic governance, and sustainable development. Governments, international Organisations, and other stakeholders have a responsibility to create and safeguard such an environment, recognizing the indispensable role of civil society in advancing social justice, human rights, and the public good.

**Civic space**

Civic space is the physical, virtual, legal, regulatory, and policy space where people can, among other things, securely exercise their rights to the freedoms of peaceful assembly, association, and expression, in keeping with human rights.

**[[40]](#footnote-40)**

## **A.XI A Human Rights-Based Approach (HRBA)**

A **Human Rights-Based Approach (HRBA**) is a framework for development, policy-making, and governance that places human rights principles and standards at the centre of all activities. Here are some key aspects of HRBA:

1. **Principles of Universality, Indivisibility, and Interdependence**: HRBA recognises that human rights are universal, meaning they apply to all individuals without discrimination. They are also indivisible and interdependent, meaning that civil, political, economic, social, and cultural rights are interconnected and equally important.
2. **Empowerment and Participation**: HRBA emphasises the empowerment of rights-holders (individuals and communities) to claim their rights and hold duty-bearers (governments, institutions) accountable. It prioritises the meaningful participation of rights-holders in decision-making processes that affect their lives.
3. **Non-Discrimination and Equality**: HRBA promotes non-discrimination and equality by ensuring that all individuals and groups, particularly marginalised and vulnerable populations, have equal access to rights and opportunities without discrimination based on factors such as race, ethnicity, gender, disability, age, or socioeconomic status.
4. **Accountability and Rule of Law**: HRBA emphasises the accountability of duty-bearers to fulfil their obligations to respect, protect, and fulfil human rights. This includes adherence to the rule of law, transparency, and effective mechanisms for redress and remedy in cases of human rights violations.
5. **Focus on Vulnerable and Marginalised Populations**: HRBA prioritises the needs and rights of vulnerable and marginalised populations, including women, children, persons with disabilities, indigenous peoples, refugees, migrants, and minorities. It seeks to address structural inequalities and systemic barriers that perpetuate discrimination and exclusion.
6. **Holistic and Integrated Approaches**: HRBA encourages holistic and integrated approaches to development that address the underlying determinants of human rights violations. This includes addressing issues such as poverty, inequality, discrimination, lack of access to education, healthcare, housing, and other basic services.
7. **Capacity Building and Institutional Strengthening**: HRBA involves building the capacity of rights-holders, duty-bearers, and institutions to understand, promote, protect, and fulfil human rights. This includes training, awareness-raising, and strengthening legal and institutional frameworks for human rights.
8. **Monitoring and Evaluation**: HRBA emphasises monitoring and evaluation mechanisms to assess progress, identify gaps, and measure the impact of policies, programs, and interventions on the realization of human rights. This includes collecting disaggregated data, conducting human rights impact assessments, and engaging with rights-holders and duty-bearers in participatory evaluations.

Overall, a Human Rights-Based Approach seeks to transform power relations, address structural inequalities, and promote the dignity and well-being of all individuals and communities. It is grounded in the principles of human rights, social justice, and accountability, and it provides a comprehensive framework for advancing sustainable development and inclusive societies.

## **A.XII Basic rules of structured dialogues**

**Structured dialogue** is a process designed to facilitate communication, collaboration, and problem-solving among participants in a structured and organised manner. While the specific rules may vary depending on the context and purpose of the dialogue, there are some common principles and guidelines that are typically followed:

1. **Respect**: Participants should treat each other with respect, courtesy, and dignity at all times. They should listen actively to others' viewpoints, refrain from interrupting or speaking over others, and avoid personal attacks or derogatory language.
2. **Active Listening**: Participants should practice active listening, which involves giving full attention to the speaker, seeking to understand their perspective, and refraining from forming judgments or rebuttals prematurely. They should ask clarifying questions to ensure mutual understanding and empathy.
3. **Openness and Honesty**: Participants should express their views openly and honestly, sharing their thoughts, experiences, and concerns in a constructive manner. They should be willing to engage in candid discussions and explore alternative viewpoints without fear of reprisal or judgment.
4. **Focus on Issues, not Individuals**: The dialogue should focus on discussing issues, problems, or topics of mutual interest rather than personalizing disagreements or conflicts. Participants should address ideas and arguments rather than attacking individuals or questioning their motives.
5. **Equality of Participation**: All participants should have an equal opportunity to contribute to the dialogue, regardless of their background, status, or expertise. Facilitators should ensure that everyone has a chance to speak and that no single individual or group dominates the conversation.
6. **Stay on Topic**: Participants should stay focused on the agenda and objectives of the dialogue, avoiding tangential or irrelevant discussions. Facilitators may gently guide the conversation back to the main topic if it veers off track.
7. **Consensus Building**: Participants should work towards consensus or common ground where possible, seeking to identify shared interests, values, and goals. This may involve brainstorming solutions, negotiating compromises, or finding creative ways to reconcile differences.
8. **Confidentiality**: In some cases, participants may agree to maintain confidentiality regarding the content of the dialogue discussions, particularly if sensitive or confidential information is shared. This helps create a safe space for open and honest communication.
9. **Timeliness**: Participants should respect the allocated time for the dialogue sessions, adhering to agreed-upon start and end times. Facilitators may use timekeeping tools or techniques to ensure that the dialogue stays on schedule and that all agenda items are addressed.
10. **Feedback and Reflection**: At the conclusion of the dialogue, participants may engage in reflective exercises or provide feedback on the process, outcomes, and facilitation. This helps identify lessons learned, areas for improvement, and next steps for follow-up or action.

By following these basic rules of structured dialogue, participants can foster a collaborative and productive atmosphere conducive to meaningful communication, problem-solving, and decision-making.

## **A.XIII Key principles for effective public consultations**

**A democratic method to encourage participation in the planning and decision-making process in the policy cycle of Namibia’s governance system[[41]](#footnote-41)**

1. **Introduction**

Public consultations are widely regarded as crucial for enabling public participation, with many considering it a cornerstone of Namibia's democratic system.

But what exactly is the connection between public consultations and participatory democracy? Essentially, public consultations serve as a vital mechanism for amplifying the voices of the people and aiding governments in making well-informed decisions. Participatory democracy hinges on the active and direct involvement of citizens, and public consultations ensure that ordinary individuals have a say in matters that impact their lives. When considering public consultations, various questions arise, such as defining who constitutes the public, determining when consultations are necessary and relevant, and establishing best practices for conducting them.

1. **What are public consultations?**

Public consultation and advisory processes are regulatory tools employed to improve efficiency, transparency, and effectiveness of decision-making processes used by various governing bodies, organisations and businesses (OECD, n.d.).

Public consultation is a process that involves the public in providing their views and feedback on a proposal to influence the decision-making.[[42]](#footnote-42) This proposal can be related to any decision making process the government intends to take that involves national development and affects the people. In Namibia, an example of public consultation is the National Planning Commission's effort to gather input for the formulation of National Development Plans

Public consultations occur at all government levels—national, regional, and local—and are a unique platform for empowering people to influence decision-making. They ensure that citizens' voices, opinions, and concerns are not only heard but also taken seriously, ultimately shaping the outcomes. Public consultations facilitate an ongoing exchange between decision-makers and stakeholders, fostering participation and collaboration. There is no one-size-fits-all method for conducting a public consultation. Instead, it can involve a variety of activities, and certain tools can contribute to a more successful and inclusive outcome.

1. **Who is the public?**

One might argue that all residents of a country constitute "the public." However, the term "public" encompasses diverse criteria and definitions depending on the issue at hand. Often referred to as stakeholders, the public comprises individuals and organisations directly or indirectly affected by a project or decision, as well as those capable of influencing it—positively or negatively. This includes a wide range of entities, from the general public to trade unions, consumers, interest groups, business people, communities, and environmental organisations. Identifying the appropriate members of the public and allocating adequate resources (human, financial, informational, logistical) are essential tasks for decision-makers. They must determine which target groups to consult regarding the matter at hand. This entails balancing consultations with those significantly affected by the issue against consulting a broader spectrum of individuals who may not be directly impacted, but hold legitimate concerns or strong opinions on the matter. Therefore, reaching the right target group is crucial. The selection of participants for public consultations also depends on resource availability, the geographic scope of the target group, the level of transparency required, and the sensitivity of the issue at hand.

1. **Methods and tools of public consultation**

Tools and methods for public consultation include

* Surveys,
* Focus groups,
* Public meetings,
* Online platforms,
* Workshops,
* Citizens’ assemblies and citizen panels.

1. **What should a public consultation entail?**

Public consultations can vary in form, with numerous best practices observed worldwide. While there's no perfect formula or single correct approach, certain principles can guide effective public consultations:

* **Planning**: A public consultation process should be carefully planned and communicated well in advance, ensuring inclusivity and reaching the intended target group(s)
* **Two-way**: Public consultations should go both ways; it cannot be a scenario where one party presents and the other party is the audience. There should be an opportunity for the participants to obtain sufficient up-front information. There must be time for feedback, questions and dialogue, “so that both sides have opportunities to exchange information, listen, ask questions, and have their issues addressed”[[43]](#footnote-43)
* **Parties** involved in public consultations should include at least two groups: decision-makers and stakeholders, or policymakers and beneficiaries. Merely gathering decision-makers does not constitute a consultation; it is crucial to engage the appropriate target group to achieve the best outcomes.
* **Transparency**: “Those who conduct public consultations must be open and transparent in setting out the objectives for and contents of public consultations. Feedback is essential.”
* **Continuation**: Public consultations should be ongoing and initiated from the early stages of the policy-formulation or decision-making process. For instance, consultations regarding mining should occur before mineral extraction begins in a specific geographic area, rather than solely after extraction has commenced.
* **Feedback loop**: Reporting “to stakeholders or parties involved must take place in a timely manner, thus giving feedback on consultation outcomes and next steps”[[44]](#footnote-44)

1. **Consultation strategy**

Public Consultations should be well planned in advance. “A consultation plan should ideally cover the whole policy making process and identify the objective of consultations, relevant target groups, appropriate forms of consultation and consultation times. However, consistent with the Government’s requirements for regulatory impact analysis, consultation should remain proportionate to the potential impacts of the proposal. While the quantity of consultation is important, the emphasis should be on achieving high-quality consultation. Publishing a consultation plan provides information to stakeholders about future consultation opportunities.”[[45]](#footnote-45) This improves trust and transparency and allows stakeholders to come prepared and detect early warning signs.

1. **Significance of public consultation for Namibia**

In Namibia, public consultation isn't legally required for policymaking and there is no guideline for government entities to guide their consultation efforts., The Constitution emphasises public participation. Article 63 (1) imposes a positive obligation on the National Assembly to make laws in the best interest of the Namibian people. Furthermore, Article 74(4)(b) affirms that members of the National Council are servants of the people.”[[46]](#footnote-46)

In the past the absence of formal consultation has led to instances like the veto of the 2016 land bill. The Constitution mandates representation and laws in the public interest. The rejection of bills by e.g. the National Council highlights the need for public input. Consultations promote transparency, decentralization, and better legislation, serving as watchdogs for policy implementation and identifying weaknesses in existing policies.

The lack of, or no public consultation, in policy and law making can lead to the veto or non-compliance with, or non-acceptance of policies or proposed laws (such as bills, regulations, rules, etc).

Establishing a public consultation guideline to govern national, regional, and local consultations would significantly enhance this vital participatory tool in policymaking. It would provide stakeholders and the public with much-needed clarity, fostering greater buy-in and coherence between policymaking and the ideas, capacities and needs of the Namibian people

1. **Conclusion**

Public consultations play a vital role in fostering participatory democracy and ensuring that citizens' voices are not only heard but also respected, in line with the principles upheld by the Namibian constitution. Research indicates that integrating diverse perspectives from a broad spectrum of individuals results in more effective problem-solving, drawing on a collective intelligence greater than that of any individual. Therefore, this essential tool in Namibia's democratic system cannot be overlooked, as it serves as a means to actively engage Namibian citizens.

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## **A.XV Language**

A simplified and user-friendly version of the policy will be created to enhance awareness and encourage active engagement in the policy's implementation and demand generation. This simplified version of the policy will be translated into braille and local languages.

1. [Channels for Change A Guide to Setting Up Civil Society Organisations in Namibia](https://www.civic264.org.na/news/events/invitation-to-publication-launch-channels-for-change-a-guide-to-setting-up-civil-society-organisations-in-namibia-30-october-2023), Civic+264, 2024 [↑](#footnote-ref-1)
2. Collaboration between the government and civil society is crucial for several reasons: Comprehensive approach, Enhanced accountability and transparency, Citizen participation and empowerment, Innovation and flexibility. [↑](#footnote-ref-2)
3. Trade Unions are included in this policy [↑](#footnote-ref-3)
4. The M&E system of this policy will be aligned with the government’s overall M&E policy [↑](#footnote-ref-4)
5. The present 2024 revision and update of the 2005 COPP share the same understanding of civil society organisations and/or civic organisations with the explicit inclusion of Trade Unions. [↑](#footnote-ref-5)
6. Excerpts from the Government of the Republic of Namibia [Civic Organisations Partnership Policy (GRN-COPP)](https://www.npc.gov.na/wp-content/uploads/2022/06/Gov-of-the-Rep-of-Nam-Civic-Org-Partnership-Policy-Dec-2005-1.pdf), December 2005, Office of the President – National Planning Commission [↑](#footnote-ref-6)
7. Notably, the [Global Partnership for Effective Development Co-operation](https://www.effectivecooperation.org/) process. A global multi-stakeholder platform to promote the implementation and monitoring of the Principles of Effective Development Co-operation, namely country ownership, focus on results, inclusive partnerships, and transparency and mutual accountability. [↑](#footnote-ref-7)
8. See Annex A.VIII Legal structures for civil society organisations. Sources of this section: - Channels for change: A Guide to Setting Up Civil Society Organisations in Namibia, Civil Society Information Centre Namibia, 2023 [↑](#footnote-ref-8)
9. The law provides for three other funds that may be set up in future: a National Medical Benefit Fund, a National Pension Fund and a Development Fund that is intended to be utilised for financial aid for students and for training and employment schemes for socio-economically disadvantaged persons who are unemployed. [↑](#footnote-ref-9)
10. Designated employers must also report information on vacancies and new positions, along with the minimum qualifications for these posts. The Employment Services Bureau will refer any suitably-qualified job-seeker listed on its employment information system to the employer as a possible job candidate. Any persons referred by the Bureau must be given good faith consideration for the post in question before the position can be filled. The employer must give feedback to the Bureau on whether or not it employed the referred job-seeker. Failure to provide any of the required information is a criminal offence, punishable by a fine or even imprisonment. [↑](#footnote-ref-10)
11. Annual PAYE reconciliation forms must be submitted to the Ministry by 30 March each year. The applicable threshold amount and additional information about income tax can be confirmed by contacting a Namibian accounting firm or the Namibia Revenue Agency. [↑](#footnote-ref-11)
12. There are certain exemptions from VAT that apply to non-profit organisations. For example, no VAT is charged on unconditional gifts given to a non-profit group. Also, if goods or services are supplied to a non-profit group for free, or at a price below market value, VAT is charged on the payment made and not on the actual value of the item supplied. A non-profit organisation may charge for work that it carries out to generate funds to apply towards its objectives. If the organisation’s taxable income adds up to a total of more than N$500,000 in a single year, the organisation must register with the Ministry of Finance and Public Enterprises and charge VAT on top of the fees for the goods or services it supplies to others. A non-profit organisation may register for VAT if its taxable earnings are between N$200,000 and N$500,000 in a single year, but this is optional. Note that the income levels for VAT are changed from time to time: the relevant thresholds need to be confirmed with a Namibian accounting firm or the Namibia Revenue Agency (“NamRA”). [↑](#footnote-ref-12)
13. The Income Tax Act contains a list of exempted groups that specifically includes “all ecclesiastical, charitable and educational institutions of a public character” as well as groups that: carry on scientific, technical or industrial research; provide necessary or useful commodities, amenities or services to the State or the inhabitants of Namibia in general; carry on activities to promote commerce, industry or agriculture or any branch of these sectors; provide medical, dental, blood transfusion, hospital or nursing services; engage in or promote nature conservation or animal protection activities; engage in or promote cultural activities; provide social or recreational amenities or facilities for their members; promotes the common interests of persons carrying on any particular kind of business, profession or occupation; function as amateur sporting associations. The broad wording of the list of exempted groups means that most genuine non-profit groups are able to qualify for tax exemption. [↑](#footnote-ref-13)
14. Faith-based organisations and charitable non-profit organisations are not eligible for clearance certificates, but must rather register with the FIC. All non-profit organisations also have a duty to update and verify their registration details with the “applicable registration or regulatory authority”. The registration or regulatory authority for NPOs set up as trusts is the Master of the High Court. For those set up as section 21 companies, it is BIPA. For those set up as voluntary organisations, there is no registration or regulatory authority – unless they are registered as welfare organisations in which case the Ministry of Health and Social Services is the relevant authority. [↑](#footnote-ref-14)
15. See below: 15.2 Legal and Regulatory Arrangements, page 31 [↑](#footnote-ref-15)
16. Those can be developed voluntarily in the course of the first year of the implementation plan, by GRN-CSPE stakeholders and partners. Existing capacity development initiatives, by CSOs or development partners, could also support the GRN-CSPE capacity development strategy. [↑](#footnote-ref-16)
17. MEAL database must be practical, user-friendly and easily accessible. [↑](#footnote-ref-17)
18. Local Authorities Act, 1992: (under revision) Public and Environmental Health Act, 2015, Agricultural (Commercial) Land Reform Act 6 of 1995 (ACLRA) and the Communal Land Reform Act 5 of 2002 [↑](#footnote-ref-18)
19. The Steering Committee’s final composition, and representation by CSOs will be determined during the regional validation process. [↑](#footnote-ref-19)
20. See Annex E CSO networks [↑](#footnote-ref-20)
21. See also Annex C. Key GRN-CSEP tools [↑](#footnote-ref-21)
22. See annex B. Indicative list of GRN-CSPE stakeholders [↑](#footnote-ref-22)
23. See Annex A.VIII Legal structures for civil society organisations [↑](#footnote-ref-23)
24. Through this policy, OMAs can consider modalities of cooperation with CSO’s for potential funding by government. [↑](#footnote-ref-24)
25. See Annex A.III A resource mobilisation strategy for the 2024 GRN-CSPE policy [↑](#footnote-ref-25)
26. See Annex C. Capacity development tools [↑](#footnote-ref-26)
27. See Annex F: CSPE Communication and Visibility strategy [↑](#footnote-ref-27)
28. See also Annex A.1 GRN-CSEP Implementation Action and the annexure: Implementation Action and M&E Plans (excel format) [↑](#footnote-ref-28)
29. Sources of verification: National statistics, Academic studies, Annual reports of Ministries, Regional Authorities, Local Authorities, CSOs [↑](#footnote-ref-29)
30. See the complete Implementation Action and the M&E Plans in the annexure (excel format) [↑](#footnote-ref-30)
31. Full list to be determined, including: CSOs geographic and thematic networks, women’s organisations, youth organisations, selected CBOs, cultural associations, etc. [↑](#footnote-ref-31)
32. See for instance on creative leadership[: Find your way and inspire others to find theirs - Notes on leadership and management of organisations](https://www.academia.edu/attachments/61405585/download_file?s=portfolio), Henri Valot, 2020 [↑](#footnote-ref-32)
33. See more (in French) at: <https://www.academia.edu/attachments/100963593/download_file?s=portfolio> [↑](#footnote-ref-33)
34. <https://www.civilsocietyacademy.org/post/the-service-assessment-diamond-a-simple-visual-framework-for-analysis> [↑](#footnote-ref-34)
35. Civil Society Reference group for the draft policy (proposed by the National Planning Commission) [↑](#footnote-ref-35)
36. An umbrella body is just one of many terms for groups that bring together CSOs (and sometimes other stakeholders as well). Umbrella bodies may be informal relationships, or they may be formally constituted as civil society organisations in their own right (*Channels for change: A Guide to Setting Up Civil Society Organisations in Namibia*, Civil Society Information Centre Namibia, 2023 page 7). See also: CVIC+264 [Umbrella Bodies (civic264.org.na)](https://www.civic264.org.na/cso-namibia/umbrella-bodies) [↑](#footnote-ref-36)
37. In its 2020 EPDN’s CSO mapping study, 25 CSOs where profiled that have the potential to engage with parliament and key government bodies over the period of the period of the EPDN project (2020-2025). The profiles summarise these CSOs’ capacity for policy analysis, advocacy, rights promotion and policy dialogue. Where CSOs have track records of engaging with parliament, ministries and state agencies these are outlined. The assessments of each CSO also include constraints and limitations affecting their work. For more information, please download the report [↑](#footnote-ref-37)
38. Channels for change: A Guide to Setting Up Civil Society Organisations in Namibia, Civil Society Information Centre Namibia, 2023, page 38 [↑](#footnote-ref-38)
39. Channels for change: A Guide to Setting Up Civil Society Organisations in Namibia, Civil Society Information Centre Namibia, 2023, page 48 [↑](#footnote-ref-39)
40. [Overview of the OECD’s approach to the protection and promotion of civic space](https://www.oecd-ilibrary.org/docserver/904902e5-en.pdf?expires=1714990864&id=id&accname=guest&checksum=B27BF30639CE9C37972173E5A646AE09) [↑](#footnote-ref-40)
41. Despite the absence of legal requirements for consultations, the Namibian Constitution emphasises public participation, and past instances underscore the need for public input in decision-making. Overall, public consultations serve as a vital mechanism for amplifying diverse voices and improving policymaking outcomes in Namibia's democratic system. [↑](#footnote-ref-41)
42. [Public Consultation Guide: What, why, and how to do it well (darzin.com)](https://www.darzin.com/public-consultation/) [↑](#footnote-ref-42)
43. Darzin ibid [↑](#footnote-ref-43)
44. [Public Consultation Guide: What, why, and how to do it well (darzin.com)](https://www.darzin.com/public-consultation/#how-to-conduct-public-consultation) [↑](#footnote-ref-44)
45. [best-practice-consult.pdf (pmc.gov.au)](https://oia.pmc.gov.au/sites/default/files/2021-09/best-practice-consult.pdf) [↑](#footnote-ref-45)
46. Public Consultation is Important in Policy and Law Making: <https://www.namibian.com.na/public-consultation-is-important-in-policy-and-law-making-3/> [↑](#footnote-ref-46)