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REPORT

41st Annual Meeting of East, Central & Southern Africa Employers' Organisations

Walvis Bay, Namibia
14 – 15 February 2017



The leadership of 13 employers' organisations from East, Central & Southern Africa came together in Walvis Bay, Namibia on 14 – 15 February 2017 to take stock of the state of play in developing skills for youth employment and entrepreneurship, to learn from successful experiences and to set out a declaration of commitment to urgently address the issue of youth unemployment in the region. The employers' organisation leaders were joined by national, regional and local dignitaries, representatives of the ILO, national and local skills training providers and private sector actors. The event was co-funded by the European Union.

Opening Session



Mr Tim Parkhouse, Secretary-General of the Namibian Employers' Federation (NEF), which graciously hosted and co-organised the event with the International Organisation of Employers (IOE), officially opened the meeting, thanking the choir for their rendition of the Namibian National Anthem, and all the participants for their attendance.

He recalled the theme of the Conference: skills training for development and job creation, especially for the youth, as well as the urgency of the challenge, and called for an actionable outcome.



The Honorable Cleophas Mutjavikua, Governor of Erongo Region, took the floor and also extended a warm welcome to the participants. He commended the organisers on the theme and recalled the Government of Namibia's prosperity plan which was aimed at supporting youth employment and entrepreneurship and had the overarching aim of inclusion. He called on banks and financial institutions to liberalise their policies in support of youth development and enterprises, as well as for a change in attitude towards particular types of work, saying "youth should not always expect to wear suits". The Governor welcomed the inclusion on the programme of young Namibian entrepreneurs, who were testament to the fact that with hard work, success could be achieved in the country.

Mr Mutjavikua went on to extol the ten principles of the [Blueprint for Jobs in Africa](#), cautioning that it “must not gather dust on the shelf” and expressed his anticipation of the outcomes of the meeting.

IOE Senior Adviser Mr Frederick Muia was next to deliver opening remarks. For the benefit of those participants who were not familiar with the IOE, he described the Organisation as “the largest network of the private sector in the world”. He extended appreciation to Tim Parkhouse and his team for generously hosting the event, and took a moment to reflect on the 40-year history of the Conference, which had first taken place in 1977. Whilst historically self-funded, Mr Muia noted that the 2017 Conference had been co-funded by the European Commission within the context of a three year IOE-EU partnership project designed to, inter alia, strengthen the capacity of IOE member organisations. This is in line with the EU’s engagement with non-State actors such as the private sector, as set out in ["A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth"](#). In this context, he referred to the IOE’s participation in the EU’s Policy Forum for Development, which enabled support for employers’ organisations in playing a decisive role in the economic and social development of their countries.

Moving on to the theme of the day, Mr Muia recalled that the global rate of youth unemployment was three times that of adults over 25. Despite relatively high economic growth rates on the continent, the benefits were not sufficiently inclusive. He described the youth unemployment crisis as “a ticking time bomb”. One way in which the IOE had sought a solution had been the initiation of the [Global Apprenticeships Network \(GAN\)](#) (now an independent organisation) which was a business-driven alliance promoting skills development for youth through apprenticeships, on-the-job training and work-readiness programmes. GAN national networks were soon to be launched in Malawi, Tanzania and Namibia. A second IOE initiative was the [Jobs for Africa Foundation](#), which had been created to guide and support the implementation of the [Blueprint for Jobs in Africa](#), an outcome of the work of the African Employers’ Taskforce on Employment and Employability. Mr Muia described the ten recommendations set out in the Blueprint as providing “an agenda to position your country in the global economy”. Importantly, he noted that the Blueprint had been reached by engaging in an inclusive stakeholder process: the African unions and governments had affirmed their strong support for the employer initiative, as had the International Labour Organisation (ILO) and the African Development Bank (AfDB).





Mr Muia ended his remarks by paying tribute to Mr Hezron Njuguna, Senior Specialist from the ILO Office in Pretoria, who was soon to retire and had been a longstanding and staunch supporter of and contributor to the Annual Conference of the East, Central & Southern Africa; he would be greatly missed.

In her capacity as Secretary-General of Business Africa, Ms Jacqueline Mugo brought greetings from the 42-member organisation of employer bodies, as well as from her own organisation, the Federation of Kenya Employers. Ms Mugo set out the challenges: education levels were low, three in five young people did not have the necessary skills level to be productive on the job; employers were having to train young people to successfully perform the tasks assigned to them; 50 per cent of Africa's graduates had no jobs. Among the missing skills, were "life skills" such as staying power. She went on to stress that skills development was a "global responsibility" to be shared by governments, employers, learners, trainers and trade unions. She identified "not enough conversation to connect the business and learning worlds" as a key issue. Here was a recipe for low productivity, high costs, and weak social cohesion, which contributed to an environment that was not conducive to doing business, as well as one where idle, disaffected and marginalised youth were drawn into terrorist groups in search of fulfilment. In closing, Ms Mugo highlighted the value of the Conference: "The East, Central and Southern Africa Employers' Conference is a unique chance to find actionable solutions. We are up to the task. This Conference must be remembered as one that provided real solutions to Africa's skills gap." She noted too that success depended on a concerted effort: "If everyone does their bit, it will work."



The next speaker was Ms Hopolang Phororo, Director of the ILO's Office in Harare. She reinforced the message that job creation was "at the top of the agenda" and that a transition "from talking to action" was a matter of urgency. Despite the challenges, she called for young people to be valued as an asset who could contribute to the future - to the realization of the Sustainable Development Goals (SDGs) and the Africa 2063 agenda. With respect to SDG No. 8, Ms Phororo underlined that increasing job opportunities required creativity, technological innovation and high levels of productivity. For its part, the ILO had put in place a youth development strategy which included the recognition of prior learning, the promotion of rural employment and the transition from the informal to the formal economy. Referencing the [2016 ILO World Employment and Social Outlook](#), she said that the statistics, though alarming, did not tell the whole truth - that "even working youth cannot lift themselves out of poverty. Those not able to migrate often face skills deterioration". The situation was worse for women.

Ms Phororo stressed that employers and their representative organisations were strategic partners of the ILO. She called for efforts to reduce NEETS (young people not in employment, education or training) and to increase apprenticeships. This, she said, would create conditions for peace, stability and progress. Fostering entrepreneurship was also key to Africa's future prosperity.

Taking up the theme of the Future of Work, one of the ILO's centenary initiatives, Ms Phororo added that young people had to be supported to follow up and own initiatives, to demonstrate curiosity and commitment, and to be able to exercise agility and resilience to setbacks. Employers' organisations had a role to play in providing support services and access to role models and sponsors. In closing, she noted that there was "no magic wand", but that governments, employers and workers had the power to make a difference.



Mr Bro-Matthew Shinguadja, Permanent Secretary, Namibian Ministry of Labour, Industrial Relations and Employment Creation spoke next, expressing his pleasure at being part of the Conference, especially given that training and education were high on the Government's agenda and had been allocated a substantial portion of the national budget. Mr Shinguadja highlighted that training improved productivity and efficiency, and was part and parcel of fair and ethical business practice. He called for all employers to play their full role in society, particularly *vis-à-vis* SDG 8, by creating decent jobs in compliance with international labour standards, which would bring dignity to people's lives. For their part, "Government must formulate policies and a framework for a decent and fair employment environment", but he went on "the private sector must offer jobs that meet the criteria of inclusive growth". He urged the participants "to reclaim Africa's rightful place as the cradle of humanity". Firm in the belief that such a goal could be achieved, he expressed his "keen anticipation" of the outcomes of the meeting.

Despite a very busy schedule, His Worship Immanuel Wilfred, Mayor of Walvis Bay, took the time to address the Conference. He gratefully acknowledged the organisers and sponsors and expressed his confidence that "addressing youth employment issues will lead to a secure future and defuse the time bomb". He too articulated the urgency of the situation and his anticipation of fruitful outcomes.



Session I: Skills development for employment: setting the scene



Ms Ally Angula, Co-founder and Managing Director of Leap Namibia, delivered a presentation on her company. (Please click [here](#) to download Ms Angula's full presentation.)

She described her journey as an entrepreneur, meeting with successes and challenges along the way. The enterprise had begun "with a vision of creating jobs for Namibians" after frequent visits to her husband's native country, Zimbabwe, where she had noticed that there were local brands (unlike the international brands she had encountered at home). This had led to the belief that Africa "had to manufacture what it consumes".

Despite enjoying a successful career with international accountancy firm KPMG, Ms Angula decided to embark on a plan for a company of her own, beginning by researching potential manufacturing industries in which to set up a company, and deciding on food and clothing. Although she agreed that young people had to be encouraged into business, she cautioned that there was often an insufficient support system, which could lead to disaster. Her business was now established and she had set up a 2,000 sq. metre garment factory. However, because of historic high levels of unemployment and many "lost" years out of work, the workforce in the location she had chosen often struggled to get out of bed to attend work regularly and many resorted to high levels of alcohol consumption when salaries were paid. This unforeseen situation was a clear demonstration of "the unintended consequences of long-term unemployment". There were also often dire inter-generational effects of persistent poverty.

Ms Angula's was the first fashion factory in Namibia and they paid staff during the six-week training period required to get their skills to the necessary level. There was, however, a 60 per cent dropout rate.

Leap also had farming and food processing operations (it was the first food processing factory with a clinic - an additional cost but optimised attendance.) Challenges of poor attendance at work had been overcome by fully mechanising a second field, but this of course had had an impact on jobs. She called on businesses to share information more; to get involved in career guidance processes early on and for stronger links to be forged between industry and institutions of learning.

During the Q&A session, Ms Angula responded to several comments. Regarding her choice of sector: growing bamboo was a raw material to manufacture fabric and could supply the clothing factory, which would control input costs in the longer term. One commentator said that youth needed to be taught how to assume responsibility; another that women should be hired more as they were less inclined than men to alcohol consumption. On funding,



Ms Angula explained that she had received a loan from the Development Bank of Namibia, but wanted to showcase her company as one that had initially been underfunded – the bank had not made it easy because of environmental concerns. However, she could now build on her success and had good traction for raising funds. When it came to employee absence from work, Ms Angula noted that the law was not supportive to the employer in this regard as it permitted three-days sick leave without a doctor's certificate. She also noted that when it came to lack of compliance (e.g. with regard to notice periods), the employer would be pursued, but not the employee.

Speaking on behalf of the [National Youth Council of Namibia](#), Mr Mandela Kapere, Executive Director, gave an overview of his umbrella organisation for youth organisations, which was charged with monitoring and coordinating youth development programmes. His complete and comprehensive presentation may be downloaded [here](#).

Mr Kapere stressed that the discussion around youth unemployment was taking place in “unique global circumstances”, creating a youth development context where youth movements were becoming radicalised, in many senses of the word, and impatient at the slow pace of development and lack of opportunities (cf the Arab Spring). He called on business to understand the impact and the challenges; the situation required civil society and governments to work together to build an environment that was conducive to job creation.

National challenges included skills development and employment promotion; education quality; lack of capacity at university and TVET level (20,000 – 30,000 left the school system each year and there are only 10,000 spaces); transitioning from the education system to the labour market; high school drop-out rate (due to substance abuse and teenage pregnancies); quality of teacher education; the discontinuation of early childhood development from the system. Despite the government allocating a specific portion of the budget on education, the outcomes were not that positive: school enrolment has generally declined (though increased for females in secondary schools and universities). On the positive side, the Grade 10 pass rate has increased in recent years by 7.3 per cent and the government has pledged to increase the number of TVET spaces, as well as to enhance the quality and image of vocational training.

Reinforcing Ms Phoror's point, Mr Kapere raised the issue of NEETS, who should be especially targeted as there was a clear correlation between education attained and employment. On the flip side, alcohol abuse had a “devastating synergy with unemployment”.

Obstacles facing young people included lack of experience; limited opportunities for internships; and few sectors offering real career pathways. Youth were often perceived as “risky” in terms of employment and there were also issues around nepotism, particularly in the public sector.

Growth was not leading to jobs and, though society was changing, poor families were often trapped in recurring cycles - heightening the need to move people out of poverty.

Reiterating the point made by other speakers, Mr Kapere raised the security threat posed by high youth unemployment: “The consequences of not creating opportunities are quite dire and they are not only economic; they are to do with peace and security”.

He went on to set out recommendations to address the identified issues: there needed to be more investment in the education sector, including from the private sector which had relegated this task to government and whose effectiveness in this area was debatable; VET needed to be demand-driven and linked to key sectors in the economy; opportunities (not simply jobs) had to be created for sustainable livelihoods; there should be a closer correlation between training and the reality in the economic sector; skills training had to be innovated; young people had to be prepared for the impact of technology on jobs – obsolete skills were still being taught for which there was no relevant application.

During the Q&A session, Mr Mthunzi Mdwaba, IOE Vice-President for Africa and Co-chair of the B20 employment task force, noted that whilst VT training indeed lagged behind, there was also an important societal and attitudinal issue. Young people, and their parents, often favoured the university over the technical college route.

Ms Beverly Jack (BUSA, South Africa) welcomed the discussion on education and training quality, but asked the key question: how could the economy be stimulated to create the much-needed opportunities?



Mr Josephat Kahwema (EMCOZ, Zambia) also pointed to attitudinal issues, citing the example of graduate supervisors not achieving high productivity, or college graduates failing to make a success of Zimbabwe's farms. He invited a deep reflection on "what it is that causes us to fail".

For Mr Kapere, there needed to be a paradigm shift away from the old left-right polemic. "There is no national consensus about what should be happening in the economy", he said. He called for policies that helped businesses to thrive, and also for recognition of social problems and the need for social protection. He underlined that investment was needed in sectors identified for skills development.

One training provider in the audience called for the formal recognition of prior learning (including "volunteerships") through a quality process which would lead to a tangible qualification.

Another commentator noted that despite great efforts to get employers involved in training decisions "we don't seem to be training for what employers want – we are not getting there despite our efforts". He made a plea for the sharing of methods that had been successful in harnessing the full involvement of companies in training programmes.

It was noted by Dr Racious Moatshe (Business Botswana) that, for too long, disproportionate focus had been placed on training for white collar jobs. Technical training had not been accorded "its rightful place" and this needed to be rectified.

The comment was made by an audience member that the banks criticised government for not producing work-ready graduates when the banks themselves should be financing programmes for the people they need.

Ms Rosemary Ssenabulya (FUE, Uganda) responded that a lot of businesses had to be acknowledged for financing on-the-job training. She invited training institutions to reach out to businesses and to design training together. There was real scope for joint research between the two entities.



Session II: Creating more and better jobs



The first speaker of the afternoon was Ms Twapewa Kadhikwa, Managing Director of Xwama Cultural Village, who began by proposing that “one way to transform our economies is through valuing our cultures more”. Her company did just this. Ms Kadhikwa’s presentation may be downloaded [here](#).

Ms Kadhikwa began her formal working life at the age of 18 as a hairdresser. Despite having no technical or entrepreneurial skills, her successful business had enabled her to buy a house and car, as well as further education. Over the years, she had enjoyed successes and met with failures but, importantly, had built on both, and received an honorary degree. Ms Kadhikwa now owns a group of businesses, including a chicken farm and a mentorship/coaching enterprise.

Her experiences had enabled her to identify key characteristics of successful entrepreneurship, which include vigilance to opportunity and the mindset to seize and run with it; empowering one’s community for decent lives and decent jobs; learning and living the culture of hard work; and a supportive eco-system, in which employer organisations could play an instrumental role, for example by bringing motivational speakers into vocational training centres.

Ms Mariana Akwenye, CEO of Nomad Spa, told her story. Ms Akwenye had grown up with five brothers and found herself alone amongst her siblings in helping her mother at home and in the family shop because she was a girl. She decided that her gender would not be a barrier to the profession she chose and was a pilot for 13 years before having children. The transition to motherhood sparked a desire to do something new, which had stemmed from the love of her people, and she had set up a massage business. With skills in this area lacking, Ms Akwenye gave free training and the graduates of the programme then worked for free for a certain period. She felt that VT training was currently geared to boys and that more vulnerable groups, including girls and the physically challenged, were being overlooked. She told the story of training a young blind woman who had previously spent her days sitting idly under a tree and who now, thanks to having acquired a skill, could live an independent and dignified life. Ms Akwenye believed that women often bore the brunt of social issues, and she believed in “empowering young people, one person at a time”. Her training programmes are also open to young men.

The next speaker, Mr Sam Shivute, is the Director of the Banking Services Department at Bank of Namibia, the Chairman of the National Housing Enterprise Board, a professional and motivational speaker, as well as a transformational coach. Mr Shivute is a proponent of continuous personal and professional development. He recounted his journey.



The son of a single mother Mr Shivute had been reluctant to have his mother finance his studies, despite qualifying for university, and had gone to work as an assistant to a taxi driver. From this experience, he had learned many important lessons: to plan and to be dedicated to your goals; to take good care of the assets (he looked after the vehicle); and to treat other people's money with respect (he is now banker to the Government). Following this, Mr Shivute enjoyed a career in the police force where he had excelled and been assigned a post with the UN in East Timor. He then joined the Central Bank, where he found most of his colleagues had MBAs. He had to apply himself and solicited help from colleagues to fill his knowledge gaps. From there, he acquired four university degrees in 12 years. He had always asked the question: how to be relevant?

He put this question to the employers' organisations. In his view, employers' organisations had a key role to play in helping young people to understand how they could contribute to both the Sustainable Development Goals (SDGs) and the Africa Agenda 2063. Mr Shivute invited the audience to consider the World Economic Forum's top skills forecast, which now ranked "creativity" as number three. "We need to look at those skills and engage with stakeholders regarding how to develop them". Coaching and mentoring was, he said, key to developing entrepreneurship. (Mr Shivute shares many further insights and observations on personal and professional development [here](#).)

Ms Aily Esau a representative of the Namibian National Youth Service (NYS) gave a presentation on behalf of the Minister of Sport, Youth and National Service. The full presentation may be downloaded [here](#) with information on the structure, governance, programmes and strategic objectives.

Ms Esau reported that the NYS aimed to involve youth in the process of national development and ran youth resource centres in different regions around the country. The regional, rural, multi-purpose centres provided training on welding, hospitality, office administration, ICT, textile design and production, and more. There was a Youth Credit Scheme, which made available funds for young entrepreneurs in the form of a loan (2,752 loans had been disbursed to self-employed young people to date). The service ran a volunteer programme for young people, who acquired the requisite skills to be employed subsequently by the ministry itself.

There were challenges, however, related to inadequate budget allocation, and budget suspensions and reductions. This would require doing more with less, programme streamlining and coordination with other line ministries. There was also scope for sourcing funds from the private sector for training programmes.

Mr Jeremy Muller of The Namibia Community Skills Development Foundation (COSDEF), the national umbrella body for Namibia's Community Skills Development Centres (COSDECs), took the floor to set out the value and importance of vocational education and training at the community level.

The key aim of his organisation was to address the issue of young people who were dropping out of school, especially given the insufficient numbers of places at traditional training centres (VET schools). Community skills development centres increased income generating potential, enhanced labour market participation and improved livelihoods. Together with practical skills development, life skills teaching was provided, as were entrepreneur support services, such as coaching and mentoring. A crucial element of this type of training, Mr Muller explained, was the connection to the local business community. "Each centre has to go out to the local industry and ask what training they would like to see." This resulted in demand-driven training to meet local needs, although it was linked to national qualifications frameworks. Mr Muller recounted the successful experiences of several graduates, from chefs to carpenters, and jewellery craftspeople

Ms Yvette Bellens spoke on behalf of [Young Africa \(Namibia\) Trust](#), a UNESCO- and ILO-recognised training organisation, with a presentation on the organisation's history, aims and outcomes, which may be downloaded [here](#).

Ms Bellens described how Young Africa had begun in Kenya in 1998 by a Dutch-Indian family who had recognised the problems of youth unemployment and that skills training was not meeting industry requirements. They decided to come up with a new training model and set up a social enterprise. Funding came from the Finnish government. In partnership with local entrepreneurs, they set about providing local market-related vocational training, personal development and active citizenship training. A key tenet is that "if you have a talent, you can become self-employable – with sport, art...you can turn your talent into a business."



The organisation now offered up to 45 six to twelve month courses in three countries. Each course taught soft skills (this took time as it required changing mind-sets) and was split into a 70 per cent practical (in conjunction with local entrepreneurs) and a 30 per cent theoretical part. Often the national curriculum did not meet local needs. To date, more than 30,000 young people had received professional training through YA. There was a focus on training “the whole person” – 83 per cent of graduates had jobs, apprenticeships or businesses and 90 per cent felt empowered. The philosophy of Youth Africa resided in the belief that “the way you see your future determines how you behave today”.

The model worked on a franchise basis, which could require high capital investment, for example in workshop space and machinery, but there was a “win-win-win” for the organisation, the trainee and the enterprise. In some instances, Walvis Bay for example, the collaborating entrepreneur (a welding company) already had the machinery. The hope was to roll out the model in Malawi, Lesotho and Swaziland. Young Africa worked with national training authorities to accredit courses, but often this did not happen quickly enough and Ms Bellens made a plea for change in this regard.





Mr Frederick Muia took the floor to talk about the two IOE initiatives - referred to in his opening remarks - to address the urgent challenge of youth unemployment: the Jobs for Africa Foundation and the Global Apprenticeships Network.

He recalled the journey of the Jobs for Africa Foundation which had had its beginnings in joint work with the McKinsey Global Institute related to their publications [Lions on the Move](#) and [Africa at Work: Job Creation & Inclusive Growth](#). Both recounted encouraging growth stories, but with discouraging results in terms of job creation. The IOE had organised a discussion at the ILO, taking the publications as a starting point. The African Employers' Taskforce on Employment and Employability had been born and, in 2015, the Blueprint for Jobs in Africa – an advocacy tool for African employers' organisations incorporating ten clear recommendations that addressed two overarching questions: how to create employment and how to equip young people with the requisite skills to enter the labour market?

Echoing many of the Conference's speakers, Mr Muia highlighted the need “to move from words to action”. This was where the Jobs for Africa Foundation had its role - as a vehicle for promoting and monitoring implementation of the recommendations. It had garnered support and traction since its launch in Geneva on 3 November 2016, and not only with employers' organisations, but, crucially, with the governments and trade unions, and other organisations. A meeting of the social partners in Tunis had crafted an action plan, with clear identification and allocation of responsibilities, and the African Union had agreed to include the initiative on the agenda of the meeting of labour ministers to take place in Algiers on 22-23 April. Equally important was the support of the African Development Bank (AfDB), whose own Jobs for Youth Initiative aimed to create 25 million jobs by 2030. The AfDB deemed the private sector a critical partner in this endeavour.

The second IOE youth employment-focussed initiative was the Global Apprenticeships Network (GAN), which had begun as an IOE-BIAC project and was now a fully-fledged organisation in its own right with a focus on NEETs. Mr Muia again reminded the audience of the imminent launch of national networks in Malawi, Tanzania and Namibia.

Day II: The International Labour Conference (ILC) and East, Central & Southern Africa Country Profiles and Initiatives

Mr Mthunzi Mdwaba opened day two of the Conference with an overview of the key items for discussion at the upcoming 106th Session of the International Labour Conference to take place in Geneva from 5 – 16 June 2017. For the uninitiated, Mr Mdwaba explained the format and purpose of the Conference, as well as ILO programme outcomes and their relevance to the meeting – more and better jobs, sustainable enterprises, formalisation, and strong representative employers' and workers' organisations. He also talked of cross-cutting Outcomes related to the Sustainable Development Goals, with reference to goal 8 for *sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*.

Of this year's key ILC items, Mr Mdwaba highlighted the general discussion on labour migration and, with the support of IOE Senior Adviser, Mr Muia, outlined the relevance for employers. Of particular concern was the lack of migration policy coherence and Mr Muia identified the problem of national ministries – ministries of the interior and labour ministries for example - simply not talking to each other. The bottom line was that employers needed skilled workers, and migration policy had to accommodate that need. Mr Muia took a few moments to outline the IOE's role in bringing the private sector voice to the [Global Forum on Migration and Development¹](#) by hosting the formal business mechanism and coordinating and encouraging private sector engagement and input.

Other ILC items of particular relevance to employers included “Employment and Decent Work for Peace and Resilience” – a standard setting discussion in its second of two sessions, as well as the recurrent discussion on fundamental principles and rights at work and the 2008 ILO Declaration on Social Justice for a Fair Globalisation.

¹ www.gfmd.org

The second part of day two's programme provided a valuable venue for the sharing of 13 country profiles, together with initiatives and experiences, successes and challenges, in country and employer organisation programmes for skills development and training.



Kenya

Ms Jacqueline Mugo delivered the presentation on the situation in Kenya, which may be downloaded [here](#).

The current key drivers of economic growth were a vibrant services sector, enhanced construction, currency stability, low inflation, low fuel prices, rising incomes and a flow in remittances, but the labour relations situation in the country was described as "volatile" (with both public and private sector doctors on strike that very day). Despite the solid growth rate of 5.7 per cent in 2016, growth was not inclusive and there was "still a huge gap" between the haves and have-nots. Kenya ranked 65 out of 109 in the [World Economic Forum's inclusive growth index](#) (p.60ff).

The private sector had been involved in reforms to the basic education system, with two years of pre-primary education being introduced and a focus on talent development. The Federation of Kenya Employers (FKE) had particularly advocated for reform to support creativity and variety in the system. Ms Mugo reported that employers sat on TVET boards and that there was an industrial training levy on employers. A labour market information system had been launched and, although better information was now being produced, there was still some way to go.

There were tax incentives to employers to take on fresh graduates and substantial encouragement for self-employment and entrepreneurship through the "Wings to Fly" programme, which provided funds to deserving students. The Government had been receptive to the idea of loans for TVET.

Uganda

Ms Rosemany Ssenabulya delivered the presentation on the situation in Uganda, which may be downloaded [here](#).

Ms Ssenabulya described the country's Vision 2040 with strategies for a transformed Ugandan society within that timeframe and a strong focus on skills and education. The main thrust of national employment policy was the creation of decent and productive jobs and the national youth policy aimed to enable young people to reach their potential. The "Skilling Uganda" plan had at its core to bring about "a paradigm shift" and the Federation of Uganda Employers (FUE) had lobbied for 20 years to effect change in skills development training. Progress was being made, but a change of government had created a setback.

However, there was a Youth Enterprise Scheme, and other interventions, which provided subsidies to youth to start and grow their businesses. The employers' federation had set up a Youth Development Desk to grow the young members' base and launched an Employer of the Year Award to recognise young entrepreneurs. Ms Ssenabulya acknowledged ILO support for this initiative.



Zambia

Mr Tyson Bruno Chisambo presented the case of Zambia. His presentation may be downloaded [here](#).

Mr Chisambo reported that Zambia had a mixed economy consisting of a modern urban sector and a largely rural agricultural sector. Data from 2012 indicated that the youth were the most vulnerable to unemployment, with the highest rate recorded among the 20-24 year olds at 16.3 per cent. Training providers were public, private, and not-for-profit (including religious groups) and several initiatives had been launched to enhance youth employment.

The government had introduced a training levy on employers which the ZFE believed to be an obstacle to hiring and job creation.

However, Zambia did have a 2030 Vision for becoming a successful and prosperous country and had launched some strategies to achieve the objectives of the vision that included strengthening the policy framework for employment creation; improving trade facilitation; reducing the cost of doing business in priority sectors; improving compliance and monitoring; identifies sectors with potential for job creation such as tourism, agriculture, manufacturing and construction. The vision recognised that supporting structures such as ICT was important for development.

To overcome fragmentation in the training sector and to enhance training for economic development, various stakeholders had come together and signed an MoU for a National Skills Development Partnership with the mission to create a robust training ecosystem that was aimed at reducing the skills gap between graduates from training institutions and expectations from industry and enhancing productivity, employability and innovation.

South Africa

Representing Business Unity South Africa (BUSA), as a private company member, Ms Beverly Jack described the situation in the country with a presentation which may be downloaded [here](#).

Ms Jack began by citing a Xhosa aphorism to express the need for collective engagement in social dialogue to address the issues of young unemployment: "A single bangle does not jangle".

Like many of the previous speakers, she highlighted the critical and urgent need for the implementation of measures – already identified – that could make a difference. For South Africa, with a youth unemployment rate standing at 54.2 per cent, the challenge did not simply relate to increasing access to education and skills training, but to how to create the new jobs needed to absorb the high numbers of labour market entrants.

South Africa's challenges ranged from children performing below required standards; high rates of school drop-out; growing youth unemployment (18 – 24) – 70 per cent had never been employed; socio-economic problems: increasing substance abuse - "No hope generation" mind set; lack of alignment to labour market needs; and a dysfunctional public education and training system.

The private sector had engaged successfully with the government on the introduction and roll out of the Employment Tax Incentive (ETI), which had created jobs for 500,000 young people.

There was also a Youth Employment Accord, which had been signed by the social partners but lacked effective measurement. The Treasury had also introduced the Jobs Fund for 2017 focused on job creation, which was a co-financed model – but the private sector was finding it difficult to match the funding.

There were however success stories such as the provincial and collaborative initiative in the Western Cape which focused on three sectors: oil and gas; agri-processing and tourism, as well as two enabling sectors: energy and ICT which took into account future skills needs. This related directly to the national dialogue process taking place for the ILO's Future of Work Centenary Initiative.

Other important initiatives did however lack impact studies.



Democratic Republic of Congo

Speaking on behalf of the Federation of Enterprises of the Congo (FEC), Ms Patricia Veringa-Gieskes, who had recently been recognised as Africa's Young Female Entrepreneur of the Year, gave a presentation which may be downloaded [here](#).

Although the Federation participated in the elaboration of a national strategy for employment and professional training alongside the government (in fact, Ms Gieskes was to meet the labour minister in the days following the Conference), deliberations were too lengthy, and there was frequent turnover at the level of government decision-makers, which impacted progress.

However, FEC was a key partner and stakeholder in business schools in the country and coordinated on-the-job training and internship programmes. It also set up incubator labs inside its premises, monitored active gender participation and provided mentoring to budding entrepreneurs.

They were developing innovative learning tools and promoting the ongoing training of human capital.

Lesotho

Speaking on behalf of the Association of Lesotho Employers and Business (ALEB), Adv. Hlalele Tsolo delivered his presentation on the situation in Lesotho, which may be downloaded [here](#).

He reported that Lesotho's youth represented 38.9 per cent of the country's population (compared with 18.6 per cent globally) and faced many challenges, including a lack of voice and low political participation rates; an education system that was skewed towards striving for academic qualifications, rather than acquiring skills that enhanced employability; an HIV/AIDS epidemic that was a key health and development challenge; high dropout rates from school; inadequately resourced technical institutions; outdated curricula, and poorly qualified staff, in vocational training institutions that did not teach employable skills, resulting in a mismatch.

The threat to social stability of a growing cohort of unemployed youth had been recognised. Current initiatives to address the issues included the launch of the Youth Volunteer Corps, posting volunteers in the private and public sector with a small financial incentive to cover basic needs; the Bach Entrepreneurial project which offered graduates financial assistance; a review of TVET policy to ensure that young people were equipped with



knowledge, practical skills and attitudes that enabled them to perform specific types of work, prepared them for the world of work and for further training.

Botswana

Dr Racious Moatshe of Business Botswana (BB) set out the economic context and the situation in his country with regard to skills development and entrepreneurship. His presentation may be downloaded [here](#).

Dr Moatshe explained that his organisation had a Youth Sector, mandated to be the “one voice” for entrepreneurs in Botswana on issues affecting youth-owned businesses. The objectives of the Youth Sector were to influence policies and to encourage and embrace youth economic empowerment. The sector worked in partnership with the Ministry of Youth and was embarking on a countrywide campaign aimed at improving the operating business environment for youth businesses.

There had been several notable outcomes of this initiative: preferential treatment in public procurement (20 per cent reservation for disadvantaged groups which include youth, people living with disability, women and rural dwellers in business.); 15 per cent of government tenders had been reserved for the youth; inclusion of youth in parastatal boards; youth-owned businesses buying tender documents and registering with Public Procurement and Asset Disposal Board (PPADB) at a discounted rate of 50 per cent; 30 per cent of cattle chasing patrols, cut lines and fire breaks tenders reserved for youth, and several economic schemes; including the Young Farmers Fund - Youth Development Fund etc.

In terms of Business Botswana’s core activity, there were ongoing collaborations with stakeholders, and especially institutions. Universities and industries played a critical role in skills development and BB was collaborating on: 1. Development of Curriculum: Industry to guide programs that were much needed to respond to industry’s needs. 2. Private Sector tailor-made modules, 3. Delivery of lectures through offered industry experts for certain modules/ programs. An MoU had been signed with Young Africa (who delivered a presentation earlier in the Conference on their local-needs based training activity in Namibia.)

In conclusion, Dr Moatshe highlighted areas for action: review public service reforms; improve project implementation, monitoring and evaluation; and, echoing previous speakers, the collective engagement of all players to map a collaborative strategy for maximizing the private sector’s role in the country’s economic growth.

Malawi

The presentation from the Employers’ Consultative Association of Malawi (ECAM) was delivered by Mr Beyani Todd Munthali and may be downloaded [here](#).

Mr Munthali set out the economic and social context in the country, noting that youth unemployment had been recorded at 21.7 per cent for 15-24 year olds and 27 per cent for 15 – 34 year olds - though he believed this did not paint the full picture. He made the point that access to quality training, and developing skills relevant to the labour market, played a key role in finding solutions for youth employment - too many young people simply did not possess the required skills and competencies to enable them to succeed in today’s workplace.

ECAM had a business advocacy agenda for skills development as a shortage of skilled workers had been one of the factors cited by both local and foreign investors as a constraint to investment and there was a lack of the middle technical skills necessary for driving the industrialisation and structural transformation of the country.

ECAM had been involved in the development of school curricula, the inclusion of entrepreneurship in school curricula; advocating for conducive environment for internships; regular undertaking of a national skills survey; the development of a National Human Resources Development Strategy; the establishment of a productivity centre; advocating for tax rebates for employers providing apprenticeships and graduate internship programmes. The organisation was a keen proponent of Work Integrated Learning (WIL) and, as we had heard earlier, a GAN national network would soon be launched in the country (end March 2017).



Madagascar

Ms Joséphine Andriamamonjjarison gave the presentation on behalf of the Groupement des entreprises de Madagascar (GEM), which may be downloaded [here](#).

She set the scene in terms of the geographic, economic and employment context noting that 50 per cent of the population (22.9 million) was under 18; there were 200,000 new job seekers every year; the rate of unemployment was 2.1 per cent (5.5 per cent in urban areas) for 15-34 year olds; 54 per cent of 15-34 year olds were unpaid family workers; 92 per cent of jobs were in the informal sector and 40 per cent of the active population were working poor, earning less than 8 USD per month. The collapse of the education sector and an acute skills mismatch were proving challenging for employers.

However, Ms Andriamamonjjarison reported that the government had taken some important measures to address the issues, including the adoption of the National Policy for Employment and Vocational Training (NPEVT), with a focus on five priority sectors: tourism and public works, and strategic resources such as textile/garment, rural development and ICT, with the two main objectives of setting up an efficient skills development system and promoting the creation of decent jobs.

For its part, the GEM had contributed in various ways, including advocacy for a conducive business climate; participation in the drafting of the NPEVT; promotion of the creation of a Vocational Training Fund financed by the private sector; promotion of entrepreneurship with GEM member the Young Entrepreneurs Association, sponsoring the World Entrepreneurship Week and providing mentoring support in the form of "business angels" for small projects.





Swaziland

The Swaziland story was told by Mr Musa Maseko in a presentation which may be downloaded [here](#).

He first described the economic and employment context, noting that, at more than 50 per cent of the labour force, youth unemployment in Swaziland was disturbingly high (more than 53 per cent) and ultimately unsustainable. Mr Maseko outlined some government action to address the issues, including: reform of the education sector; the establishment, in late 2015, of the Swaziland Higher Education Council; the drafting (near completion) of the National Quality Framework. Despite this, he reported that there was still a need to align current and proposed legislation to ensure that they were conducive to training and development.

A further initiative was the Youth Enterprise Fund (YEF) aimed at alleviating unemployment in the 18 – 35 age group. Since acquiring productive assets for generating income was a key impediment to youth entrepreneurship, the YEF provided start-up business capital – without collateral – for individual young entrepreneurs, as well as for associations and companies led by young people; it also financed growth of existing enterprises. The lack of business skills among the youth was however another major hindrance to productive entrepreneurship. The Fund aimed to facilitate training for young entrepreneurs as well as linkages with large corporations so as to create demand for SME services and stimulate positive technology and management spill-overs.

To encourage and support entrepreneurship, the Royal Science Technology Park (RSTP) operated an IT business incubator (the Innovation Park) to provide an enabling environment for start-ups and SMEs in the ICT sector early in their development to help them become profitable by the time they graduate. The kick-start program, run by Swaziland Beverages, started in 2010 and was aimed at promoting the SAB Miller (AB InBev) value chain and support industries. MTN Foundation's Seed Capital Challenge was a general training and mentorship program, born out of the Believe Begin Become initiative, launched in 2006 by TechnoServe Swaziland.

Tanzania

Dr Aggrey Mlimuka of the Association of Tanzania Employers (ATE) presented the case of his country; his presentation may be downloaded [here](#).

Dr Mlimuka began by noting that the critical challenge was the development of a competent workforce. 800,000 graduates with different skill sets entered the labour market annually, but 79.9 per cent of the Tanzanian labour force was deemed to be low-skilled and only 3.6 per cent high skilled. Research indicated that new and higher levels of skills would be needed for the jobs of the future, therefore training needed to be adapted and linked more closely to the world of work.

The situation had arisen due to the neglect of technical and vocational education over the years, which had contributed to high unemployment and rising poverty among the youth. One way of reducing poverty was therefore to ensure sustainable job creation through improving the capacity of technical and vocational education and training as an integral part of national development. Currently, formal education systems were not fully providing the skills needed by the labour market. Evidence showed that many unemployed youth lacked “employability” skills.

For its part, ATE had several work streams to address the skills deficit and the unfavourable climate for doing business. It was working with the labour ministry to promote quality internship and apprenticeships as a means to gain practical or applied education in career fields. As noted earlier in the Conference, ATE had entered into a partnership with the IOE-initiated GAN to establish a national network in Tanzania. More generally, ATE advocated for the establishment of a business environment that allowed young people to become entrepreneurs by easing the requirements for starting businesses.

ATE had recommended that education centres open up the catalogue of extracurricular activities, enabling every student to make his/her own career path; to provide courses directly oriented to the maximization of opportunities for young people to be hired in the future; to foster creativity and an entrepreneurial mentality as an alternative to traditional employment. ATE invited education centres also to create incubators and co-working spaces and to provide mentoring services to enable their students to start their own businesses.

ATE's recommendations to policy makers were to include internships in higher education curricula to provide all the students with professional experience before looking for a job; to reduce bureaucracy for youth when starting a business; improve funding in this critical sector and increase access to technical and vocational education; reduce the burden of unemployment and poverty on the youth. Companies could also play a role by adapting recruitment strategies to the actual labour framework and establishing training programmes to ensure their own workers had the requisite skills.

Dr Mlimuka highlighted that young people themselves also had a responsibility to actively map their own career path, complementing their formal education with non-formal education and training in soft skills and transversal skills in order to boost their employability. ATE encouraged youth to keep informed of the opportunities at local and regional level using public information means and actively engaging in dialogue with policy makers and companies.





Zimbabwe

Mr Josephat Kahwema spoke on behalf of the Employers' Confederation of Zimbabwe.

He began by underlining that Zimbabwe had the highest literacy rate in Africa, but that this high standard of education was not benefiting the country. With a real unemployment rate of 86 per cent (the "official" rate is 12 per cent) young people were simply leaving. The figures were skewed because people remained on company payrolls, despite no longer working, because retrenchment costs were so high.

There was a training levy of 1 per cent of salaries, but a lot of companies had been closing down. Only the government had been employing of late and 80 per cent of government income was being used to pay more than 500,000 public servants.

Mr Kahwema reported that reforms to the education system were under way to favour STEM skills, but that the ongoing lack of private sector opportunities would mean that Zimbabwe was effectively "training for all the other countries".





Namibia

The final country presentation was delivered by Mr Tim Parkhouse for the Namibian Employers' Federation. Over the course of the Conference, several presenters had given a comprehensive overview of the skills development and training situation in the country, and Mr Parkhouse summed up.

Youth unemployment was high (over 40 per cent) especially in the rural areas, and, despite the training and education initiatives in place, skills mismatch was still prevalent. Similarly, existing labour market information systems were not working as they should. There was simply “too much politics and not enough business”, said Mr Parkhouse, and legislation was not always employment friendly.

The country has just completed the EESE² assessment and whilst all the findings were not yet published, 30 per cent of enterprises surveyed had reported a “desperate skills mismatch”. Training was not serving the needs of business and the business community needed to be more involved. 55 per cent of big businesses believed that “talent was leaving the country”. There were not enough job opportunities to absorb the new graduates entering the labour market.

Mr Parkhouse invited comments on the draft outcome document entitled “The Walvis Bay Declaration” which was to serve as an expression of the employers' organisations' commitment to further action. Several requests for amendments were made and have been reflected in the revised Walvis Bay Declaration which may be found at Annex. (The Declaration also contains acknowledgements, as well as the names of the participants.)

Mr Elias Shikongo, President of the Namibian Employers' Federation, closed the Conference after acknowledging all the participants and guests for their invaluable contributions, as well as the organisers and sponsors for their support.

² International Labour Organization programme: Enabling Environment for Sustainable Enterprises



ANNEX

THE WALVIS BAY DECLARATION

41st Annual Conference of East, Central and Southern Africa Employers' Organisations

Walvis Bay, Namibia
14 – 15 February 2017

We, the leadership of the most representative national employers' organisations from East, Central & Southern Africa, members of Business Africa and the International Organisation of Employers, and supporters of the Jobs for Africa Foundation, gathered in Walvis Bay on 14 and 15 February 2017, hereby reclaim, and commit to fully exercising, our role as contributors to sustained growth and creators of jobs in our region, especially for the youth.

Conscious of the challenges with which we are confronted in our countries in relation to this mission and recalling our determination to act decisively and in partnership at national, regional and international level, we dedicated our 41st annual meeting to the theme of ***Skills Development for Youth Employment*** and resolve to build upon the deliberations of this meeting in advancing our mission;

Recalling the Casablanca Declaration (2015) and the Blueprint for Jobs in Africa (2015) and the commitment of employers to creating employment opportunities;

Recognising that unemployment, especially among the youth, is reaching devastating proportions in the sub-region, representing a risk to the realisation of United Nations Sustainable Development Goal 8 "*to promote inclusive and sustainable economic growth, employment and decent work for all*", to the eradication of poverty, as well as to security, and enterprise, social and economic development;

Appreciating the need for co-operation and coherence between employers, workers and governments to address this issue;

Understanding that employers cannot create employment without an enabling environment for sustainable enterprises as set out in the 2007 International Labour Conference Conclusions on the

promotion of sustainable enterprises and within the ten recommendations of the Blueprint for Jobs in Africa;

Recognising the work being undertaken to identify national needs for creating sustainable enterprises leading to sustainable employment;



Further recognising the need for enhancing education and training among the youth to bridge the skills gap and to meet the needs of the labour market now and into the future;

Further understanding that internationally recognised approaches to youth development and employability include work-readiness programmes, such as apprenticeships, on-the-job training, artisan training, remote-learning courses, among others, as promoted, inter alia, through the Global Apprenticeship Network (GAN);

We hereby declare that we will:

1. Commit to working with all employers in the East, Central & Southern Africa region to advance the empowerment and employment of young people;
2. Promote investment in skills development, including in “soft” and STEM skills, and vocational training in line with our respective competitive advantages, the current needs of the labour market and anticipating the needs of the future world of work in our countries;
3. Embrace an inclusive approach to the design and implementation of educational curricula/training programmes that includes the private sector, workers’ representatives, education and training institutions and young people themselves;
4. Work with governments and workers’ representatives to further promote each member state’s ILO Decent Work Country Programme;
5. Cooperate closely with governments to find avenues, in the form of incentives among others, which will encourage employers to take on apprentices;
6. Advocate for the fair and decent treatment of apprentices in line with the ILO’s fundamental principles and rights at work;
7. Promote and acknowledge vocational training as a means to entrenching skills and learning and elevate vocational work as an aspirational and valuable career path;
8. Raise awareness of the job creating and development potential of self-employment and entrepreneurship and advocate for conducive regulatory and institutional frameworks that support and empower young entrepreneurs;
9. Provide support and advice services that meet the needs of start-ups, particularly by young people, and optimise their viability and sustainability;
10. Collaborate closely with governments and workers’ representatives to encourage job-intensive enterprise development;
11. Encourage the development of sustainable large, small and micro enterprises, which will lead to sustainable employment;
12. Support the Jobs for Africa Foundation in its mission to sustain growth and accelerate the pace of job creation, particularly for the youth, by working towards and advocating for the realisation of the 10 recommendations set out in the Blueprint for Jobs in Africa;
13. Undertake to report annually in a harmonised, detailed and measurable manner on progress made and provide venues for the sharing of information, experiences and outcomes.



ANNEX I

ACKNOWLEDGEMENTS

The participants wish to extend their heartfelt thanks to the leadership and staff of the Namibian Employers' Federation for their hospitality and warm welcome. Their commitment, enthusiasm and organisational skills in hosting this event have made possible the rich exchange of expertise, information and experience that will contribute to the implementation of the Blueprint for Jobs in Africa and make a real difference in the development of skills and the creation of jobs for the youth of East, Central and Southern Africa.

The presence of the Hon. Bro-Matthew Shinguadia, Permanent Secretary, Ministry of Labour, Industrial Relations and Employment Creation, Republic of Namibia; the Hon. Cleophas Mutjavikua, Governor of Erongo Region; and of His Worship, Mr Immanuel Wilfred, Mayor of Walvis Bay, highlights the level of priority which they too accord to the urgent matter of sustaining growth and accelerating the creation of jobs, particularly for our youth at national and regional level. Sincere thanks go to them for taking the time from their busy schedules to deliver their words of welcome, encouragement and support for the work and objectives of the East, Central and Southern Africa Employers' Organisations.

Sincere thanks are due also to the International Organisation of Employers, Business Africa, the International Labour Organization, the Jobs for Africa Foundation, and the European Commission for their various forms of support to this Conference.

Finally, the interventions of all the panellists and participants must also be acknowledged. Their valuable insights, contributions to the deliberations, and collaborative and resolute approach have made possible this Declaration of commitments endorsed today.

Walvis Bay, Namibia

15 February 2017



ANNEX II

SIGNATORIES TO THE DECLARATION (ALPHABETICAL BY COUNTRY)

EAST, CENTRAL & SOUTHERN AFRICA EMPLOYERS' ORGANISATIONS			
COUNTRY	SURNAME	FIRST NAME	ORGANISATION
BOTSWANA	MOATSHE	RACIOUS	Business Botswana
D.R. CONGO	VERINGA-GIESKES	PATRICIA	Fédération des Entreprises du Congo (FEC)
LESOTHO	TSOLO	HLALELE	Association of Lesotho Employers (ALEB)
MADAGASCAR	ANDRIAMAMONJIARISON	JOSÉPHINE SOANORONDRIAKA	Groupement des Entreprises de Madagascar (GEM)
MALAWI	MUNTHALI	BEYANI	Employers' Consultative Association of Malawi (ECAM)
NAMIBIA	SHIKONGO	ELIAS	Namibian Employers' Federation (NEF)
NAMIBIA	PARKHOUSE	TIM	Namibian Employers' Federation (NEF)
SOUTH AFRICA	JACK	BEVERLY	Business Unity South Africa
SWAZILAND	MASEKO	MUSA	Federation of Swaziland Employers and Chamber of Commerce (FSE & CC)
TANZANIA	MLIMUKA	AGGREY	Association of Tanzania Employers (ATE)
UGANDA	SSENABULYA	ROSEMARY	Federation of Uganda Employers (FUE)
ZAMBIA	CHISAMBO	TYSON BRUNO	Zambia Federation of Employers (ZFE)
ZIMBABWE	KAHWEMA	JOSEPHAT	Employers' Confederation of Zimbabwe (EMCOZ)

ADDITIONAL CONFERENCE ATTENDEES

REGIONAL & INTERNATIONAL ORGANISATIONS		
BUSINESS AFRICA	MDWABA	MTHUNZI
BUSINESS AFRICA	MUGO	JACQUELINE
INTERNATIONAL LABOUR ORGANIZATION, ACT/EMP (SOUTH AFRICA)	MACHAILO-ELLIS	MARIA
INTERNATIONAL LABOUR ORGANIZATION, ACT/EMP (EAST AFRICA)	NJUGUNA HM	HEZRON



INTERNATIONAL LABOUR ORGANIZATION (HARARE)	PHORORO	HOPOLANG
INTERNATIONAL ORGANISATION OF EMPLOYERS	MUIA	FREDERICK
INTERNATIONAL ORGANISATION OF EMPLOYERS	AWUKU	ANETHA
INTERNATIONAL ORGANISATION OF EMPLOYERS	HOTHAM	LINDA

REGIONAL, LOCAL & GOVERNMENT DIGNITARIES FROM THE REPUBLIC OF NAMIBIA		
GOVERNOR OF THE ERONGO REGION	MUTJAVIKUA	CLEOPHAS
MAYOR OF WALVIS BAY	WILFRED	IMMANUEL
PERMANENT SECRETARY, MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT CREATION, REPUBLIC OF NAMIBIA	SHINGUADJA	BRO-MATTHEW

ENTERPRISE & OTHER REPRESENTATIVES		
CO-FOUNDER & MANAGING DIRECTOR, LEAP, NAMIBIA	ANGULA	ALLY
MANAGING DIRECTOR, XWAMA CULTURAL VILLAGE	KADHIKWA	TWAPEWA
CEO, NOMAD SPA	AKWENYE	MARIANNE
DIRECTOR, BANKING SERVICES, BANK OF NAMIBIA	SHIVUTE	SAM
EXECUTIVE CHAIRPERSON, NATIONAL YOUTH COUNCIL OF NAMIBIA	KAPERRE	MANDELA
COSDEF, NAMIBIA	MULLER	JEREMY
YOUNG AFRICA (NAMIBIA) TRUST	BELLENS	DIRK
YOUNG AFRICA (NAMIBIA) TRUST	BELLENS	YVETTE