NamPPF
Namibia Public-Private Forum

NAMIBIA PUBLIC-PRIVATE FORUM ACCOUNTABILITY REPORT

Working Group 7: Skills Development, Workforce Readiness and Industry Alignment

23 November 2026

1. Overview of the Working Group

Working Group 07 focuses on strengthening Namibia's human capital base by ensuring that education, skills development, labour market interventions and innovation systems are responsive to current and emerging industry needs. The Working Group recognises that a skilled and adaptable workforce is essential for improving productivity, attracting investment, enhancing economic competitiveness and generating sustainable employment opportunities. Discussions centred on strengthening Technical and Vocational Education and Training (TVET) financing, expanding apprenticeship and mentorship programmes, improving labour market intelligence, strengthening skills transfer mechanisms, advancing digital skills development, fostering innovation ecosystems and promoting equitable access to quality training and skills development opportunities.

2. Ideal Situation of the Sector

The ideal situation is a highly skilled, innovative and employable workforce whose competencies are responsive to industry demands and aligned with national development priorities. This would be supported by a demand-driven and adaptable education and training system, underpinned by effective partnerships between Government, the private sector, training institutions and research organisations. A strengthened labour market information system would provide timely and reliable workforce intelligence to inform skills planning and development, while TVET, apprenticeship and mentorship programmes, digital skills development and research initiatives would equip Namibians with relevant competencies to participate productively in both established and emerging sectors of the economy.

3. Summary of Challenges and Root Causes

Despite ongoing reforms, Namibia's skills development ecosystem continues to face structural challenges that limit the availability of industry-relevant skills and the effective transition of individuals into employment. Persistent skills mismatches, inadequate workplace-based training opportunities and weak collaboration between training institutions and employers undermine the responsiveness of the education and training system to labour market demands. These challenges are further compounded by limited access to affordable training, insufficient investment in emerging digital and technological competencies, lengthy visa and work permit processes that constrain international skills transfer, and inadequate incentives to encourage private sector participation in workforce development.

3.1 Challenge 1: Limited recognition and incentivization of private-sector training

Root causes and contributing factors

- Limited coordination among Government institutions, training providers, academia and the private sector in workforce planning and curriculum development.
- Underdeveloped labour market intelligence systems, limiting the availability of reliable and timely information to inform skills planning and training priorities.
- Misalignment between existing training programmes and changing industry requirements, resulting in persistent skills gaps.
- Institutional capacity constraints weaken workforce planning, skills forecasting and coordination across relevant stakeholders.
- Limited occupational skills audits to identify existing and emerging skills gaps and inform demand-driven education and training programmes.

Implications:

The misalignment between labour market demand and workforce supply contributes to persistent youth unemployment, skills shortages in priority economic sectors, reduced labour productivity and increased costs associated with employee retraining and skills development. These challenges constrain the effective utilisation of human capital, weaken Namibia's economic competitiveness and reduce its attractiveness as an investment destination.

3.2 Challenge 2: Limited support for apprenticeship, mentorship and skills transfer

Root causes and contributing factors:

- Limited availability of structured apprenticeship, mentorship and work-integrated learning opportunities, as well as inadequate partnerships between training institutions and industry.
- Existing TVET financing and levy mechanisms provide insufficient incentives for employers to invest in workplace-based training, apprenticeships and mentorship programmes.

Implications:

Limited practical workplace experience among graduates reduces their employability and widens the gap between academic qualifications and industry requirements. This further constrains employers' ability to recruit suitably skilled workers with the practical competencies and industry-

specific experience required to improve productivity and meet operational needs.

3.3 Challenge 3: Digital and Technological Skills Gap

Root causes and contributing factors

- Rapid technological advancements have outpaced the capacity of existing education and training systems to adapt to emerging industry requirements.
- Insufficient investment in digital skills development, particularly in artificial intelligence, robotics, coding and other emerging technologies.
- Inadequate investment in innovation infrastructure and research and development (R&D) support technological advancement and skills development.
- Fragmented coordination across the National System of Innovation, limiting collaboration among Government, academia, research institutions and the private sector.
- Inadequate research infrastructure and delays in implementing innovation management systems, constraining research, technology adoption and commercialization of innovative solutions.

Implications:

Without accelerated investment in future skills, Namibia risks falling behind in the digital economy, reducing productivity growth, innovation capacity, entrepreneurship and competitiveness in emerging industries. The country may also lose opportunities associated with advanced manufacturing, renewable energy, ICT and knowledge-based sectors.

3.3 Challenge 4: Skills Visa Reform

Root causes and contributing factors:

- The challenge of Skills Visa Reform stems largely from lengthy and often fragmented visa and work permit approval processes, coupled with inadequate alignment between immigration policies and the critical skills needs of the economy. As Namibia seeks to accelerate industrialisation, attract investment and expand emerging sectors such as ICT, renewable energy, oil and gas, logistics and advanced manufacturing, many employers continue to struggle to access specialised expertise required to support these sectors. In addition, the absence of a streamlined mechanism that links the recruitment of foreign professionals to structured skills transfer programmes limits the development of local capacity and the effective transfer of technical knowledge to Namibians.

Implications:

Insufficient investment in future-oriented skills development risks widening Namibia's digital skills gap and limiting its ability to adapt to technological advancements and emerging industry requirements. This could constrain productivity growth, innovation, entrepreneurship and economic competitiveness, while reducing the country's capacity to attract investment and capitalise on opportunities in advanced manufacturing, renewable energy, information and communication technology (ICT) and other knowledge-based sectors.

3.4 Challenge 5: Limited Access to Affordable Training

Root causes and contributing factors

- Unequal access to education and skills development opportunities, particularly among youth from disadvantaged backgrounds, rural communities, women and persons with disabilities.
- Financial barriers to skills development, including the high cost of training, limited availability of bursaries and scholarships, and insufficient funding for TVET programmes.
- Geographical barriers to accessing training, as training institutions are predominantly concentrated in urban centres, limiting opportunities for individuals in remote and underserved areas.
- Inadequate outreach and awareness programmes, limiting information and access to available education, training and skills development initiatives among vulnerable groups.
- Limited career guidance and support mechanisms, particularly for disadvantaged learners and vulnerable groups, affecting their ability to access, participate in and benefit from skills development opportunities.

Implications

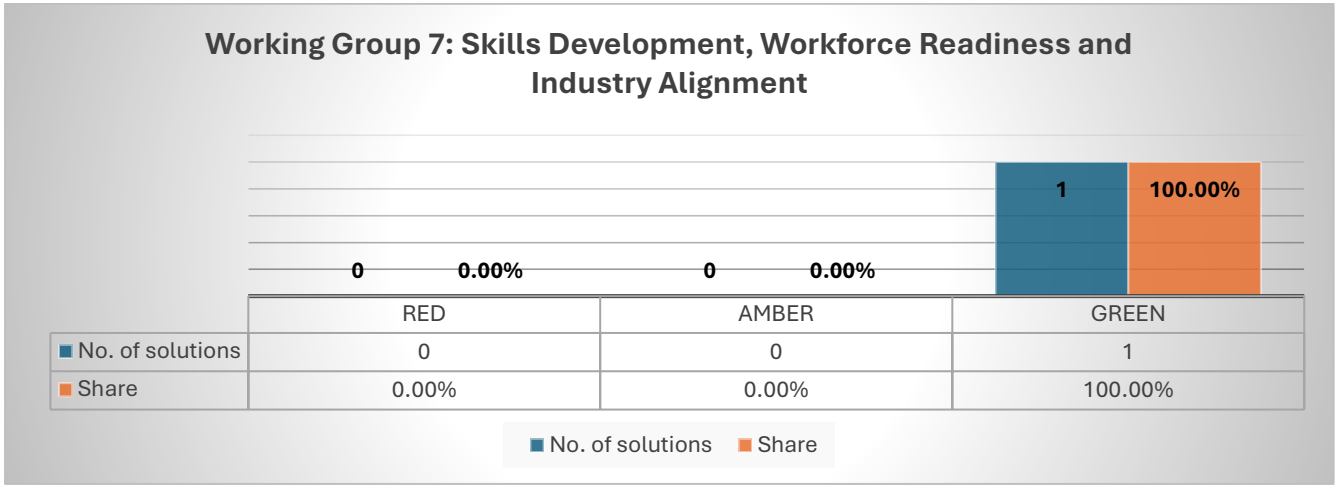
Failure to address this challenge is likely to deepen existing inequalities in access to education, skills development and employment opportunities, particularly among vulnerable and underserved population groups. This could perpetuate high levels of youth unemployment, poverty and social inequality, while limiting the availability of appropriately skilled labour across key economic sectors. Consequently, the underutilisation of Namibia's human capital would constrain productivity, economic competitiveness and inclusive economic growth, weaken social cohesion and undermine progress towards national development objectives and the creation of a diversified, resilient and inclusive economy that benefits all Namibians.

4. Progress on the implementation of Presidential Directives

RED — No implementation recorded	AMBER — Partially implemented	GREEN — Implemented

No.	Aligned Presidential Directive	Progress Update	Reporting / responsible institution(s)	RAG STATUS
1	3.1.4: The Ministry of Home Affairs, Immigration, Safety and Security to urgently facilitate the seamless entry of key managerial and professional staff, as well as their dependents, to support immediate investment establishment and domestic skills transfer.	1. Immigration Regulations amended on 26 July 2026 to simplify requirements for employment permits. 2. Implemented the recommendation for work permit visas to include skills transfer - ISB sets this condition on a need-basis	MHAISS	Implemented

5. IMPLEMENTATION SCORECARD FOR PRESIDENTIAL DIRECTIVES



6. Scorecard Summary for Presidential Directives

RAG status		Share	Interpretation
RED	0	0.00%	No implementation progress update recorded
AMBER	0	0.00%	Implementation activity / partial progress reported
GREEN	1	100.00%	Marked complete in the report
Total	**1**	**100.00%**	

7. Progress on the implementation of proposed solutions

RED — No implementation recorded	AMBER — Partially implemented	GREEN — Implemented

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
1	Limited recognition and incentivization of private-	**TVET Levy Reform** Recognise scholarships, in-house, on-the-job, and mentorship training as eligible refund categories under NTA.	Namibia Training Authority (NTA)-Lead, and MEIYSAC	Inhouse, on-the-job, and mentorship training are covered in line with the current VET levy regulations and Employer Training Fund. To date, a total of N$640 million has been disbursed to employers in respect of eligible training costs. This is an on-going activity.	Implemented

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
2	sector training	Increase refund ceiling from 50 % to 100 % for accredited, outcome-based company programmes.	Namibia Training Authority (NTA)-Lead, and MEIYSAC	No progress, this matter will be considered in 2027, when the NTA undertakes additional amendments to the relevant regulations. However, caution should be exercised by considering a 100% refund mechanism to ensure that it does not undermine the fundamental objectives of the Fund or compromise its long-term financial sustainability through the potential depletion of available resources.	**Partially implemented**
3		Allow mid-year disbursements to support continuous training cycles and ease cash-flow pressure.	Namibia Training Authority (NTA)-Lead, and MEIYSAC	No progress, pending the planned amendments to the regulations in 2027.	**Partially implemented**
4		Extend refund eligibility to company-funded scholarships, internships, and structured apprenticeships aligned with national demand.	Namibia Training Authority (NTA) – Lead, and MEIYSAC	No progress. Currently, eligibility for reimbursement under the Employer Training Fund is restricted to companies that contribute to the Training Levy, generally those with an annual payroll of N$1 million or more. This threshold excludes many businesses, particularly Micro, Small and Medium Enterprises (MSMEs), which could otherwise play a significant role in providing workplace-based learning opportunities through internships and apprenticeships for young people. The possibility of broadening eligibility to include such businesses will be considered as part of the planned 2027 regulatory amendments.	**Partially implemented**
5		Introduce a Skills Development Tax Deduction (up to 150 %) for accredited private-sector training investments.	MoF - Lead, Namibia Training Authority (NTA) and MEIYSAC	No progress. However, a stakeholder workshop was held from 9–12 November 2026 to deliberate on Section 17E and the provisions of the Income Tax Amendment Act, 2024 (Act No. 4 of 2024), with focus on discussing their implications for the TVET	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
				sector and engaging key stakeholders on the way forward.	
6		Require annual VET Levy Utilisation Reports by sector to enhance transparency and accountability.	Namibia Training Authority (NTA)-Lead, and MEIYSAC	The NTA has introduced quarterly Training Levy Updates to enhance transparency, accountability and stakeholder awareness regarding the administration and utilization of the Training Levy. Updates are published on the NTA website and in local newspapers.	**Implemented**
7		Establish a National Skills Fund to pool public and private resources for industry-driven training initiatives.	MEIYSAC-Lead, MoF, MoJLR, NCHE, Private Sector, Employers, Workers' Representative, NIPDB, NPC, and NQA	No national skills fund, this can be considered in 2027. It should be noted that the NTA already provides for industry-driven skills development through the allocation of 35% of the Training Levy under Key Priority Funding, which is specifically dedicated to addressing skills development needs identified and prioritised by the Industry Skills Committees (ISCs). It therefore provides an existing funding framework that supports the objectives of a National Skills Fund by channeling resources towards industry-led training interventions. Any proposal to establish a separate National Skills Fund should take into consideration the existing NTA funding mechanism to avoid duplication and ensure complementarity, efficient resource mobilisation and sustainable financing of skills development.	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
8	Limited support for apprenticeship, mentorship and skills transfer	**Apprenticeship Expansion Programme** Launch a National Apprenticeship Expansion Programme co-funded by government, industry, and development partners.	MEIYSAC - Lead, MoF, NIPDB, EMAN	The Work Integrated Learning (WIL) Policy was officially launched in 2026, and its implementation is currently underway. The policy provides an established framework for strengthening workplace-based learning, including internships and apprenticeships, through collaboration between government, industry and other relevant stakeholders. Accordingly, the immediate priority is to accelerate the implementation of the existing policy, strengthen industry participation and mobilize co-funding from development partners to expand apprenticeship and internship opportunities, rather than establish a parallel programme.	**Implemented**
9		Standardise certification and quality assurance under NTA to ensure national and regional recognition of apprenticeships.	NTA-Lead, NQA, Private Sector, Employers, Workers' Representative,	The government established measures to standardise certification and strengthen quality assurance for Work Integrated Learning (WIL) and apprenticeship programmes. The draft TVET WIL Regulations are at the final stage of the approval process, with implementation anticipated in the first quarter of the 2027/28 financial year. These regulations will provide a formal framework for the standardisation, assessment, certification and quality assurance of workplace-based learning, thereby supporting national credibility and wider recognition of apprenticeship qualifications and competencies.	**Implemented**
10		Introduce structured mentorship networks connecting experienced professionals with trainees across sectors.	MEIYSAC - Lead, NTA, OMAs, Private Sector, Employers,	The NTA has undertaken steps towards institutionalizing structured mentorship within the TVET and apprenticeship system. A Mentorship Qualification was registered on the National Qualifications Framework (NQF) in 2025, providing a recognized standard for developing workplace	**Implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
			Workers' Representative,	mentors. Furthermore, 60 company mentors from participating apprenticeship companies have been trained in line with the registered qualification.	
11		Implement a Reciprocal Skills Exchange Mechanism allowing Namibians to gain exposure in partner institutions abroad while hosting global experts for short-term training.	MEIYSAC - Lead, NTA, MIRT, MHAISS, OMAs, NCRST	The NTA promotes reciprocal skills exchange through strategic international partnerships and Memoranda of Understanding (MoUs). An MoU with the Offshore Petroleum Industry Training Organisation (OPITO) was signed on 28 August 2026 in Madrid, Spain, focusing on health and safety standards, qualifications and workforce development for the oil and gas industry. Other partnerships include Alamo Colleges (USA), Orbit Technical College (SA), Nanjing College (China) and Hunan Polytechnic (China). These partnerships provide opportunities for international exposure, knowledge exchange, trainer and trainee mobility, and benchmarking of skills development practices.	Implemented
12		Replicate and scale successful industry-led models such as the Chartered Accountancy (CA) Programme, PetroFund, NIMT, and Talent Bridge (Germany–Namibia).	MEIYSAC – Lead, MoJLR, NPC	The NTA supports industry-led skills development models through partnerships such as the funded Apprenticeship MoU with CYMOT, under which participants in the existing CATS programme have graduated. Engagements are also underway to expand the partnership to include Wholesale and Retail. These initiatives provide a foundation for scaling successful industry-led models, drawing on lessons from programmes such as Chartered Accountancy (CA).	Implemented

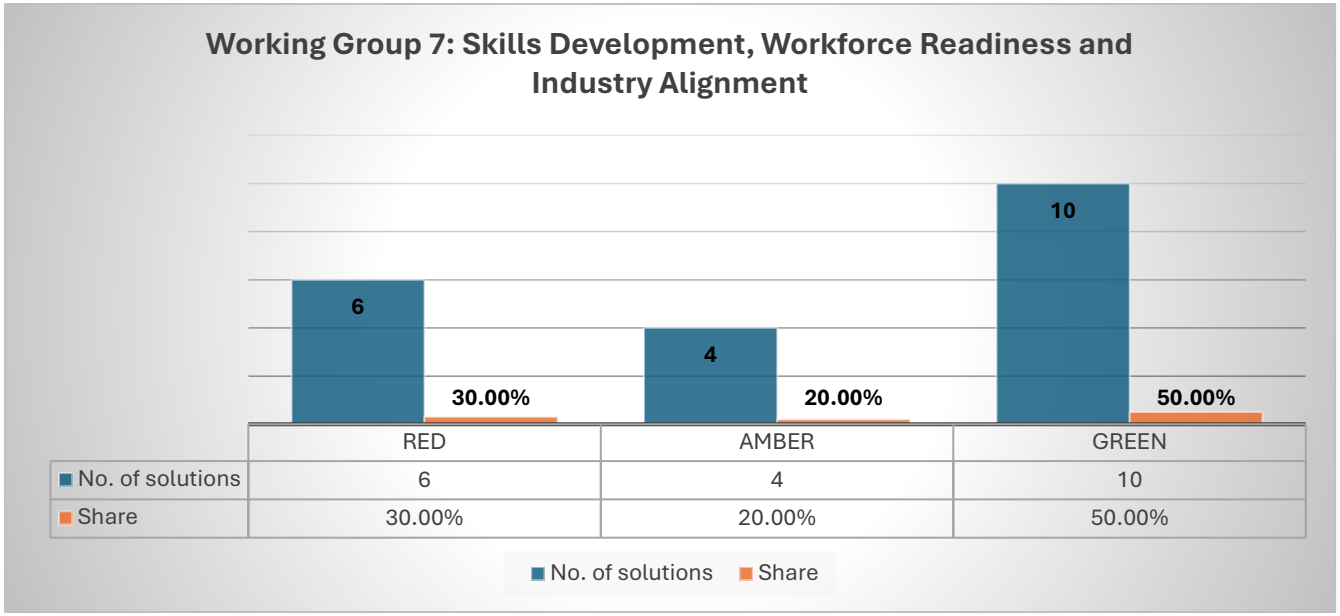
No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
13		Embed the 70–20–10 learning model (70 % on-the-job training, 20 % mentorship, 10 % formal learning) to strengthen job-readiness and local expertise.	MEIYSAC - Lead	The apprenticeship programme recommends 70% on-the-job training and 30% theory at a training centre.	**Implemented**
14		Prioritise youth, women, and TVET graduates for apprenticeship placements in strategic sectors.	NTA-Lead, MEIYSAC	The apprenticeship programme primarily targets youth, including TVET graduates. However, there are currently no separate targeted interventions specifically for women or TVET graduates. The programme provides annual funding of N$53,600 per apprentice, complemented by a once-off grant of N$20,000 for apprentices with disabilities or those from indigenous minority groups to promote inclusivity and equitable access to apprenticeship opportunities.	**Implemented**
15	Weak Coordination between education, training and industry	**Skills Visa Reform** Establish a dedicated Skills Visa category to facilitate the entry of technical experts for short-term mentorship, training, and capacity building. Tie visa approval to knowledge-transfer and localisation plans endorsed by NTA and NIPDB.	MHAISS-Lead, MEIYSAC, NIPDB, MoJLR	Provision has been made for a specialized work permit for scarce skills in the draft migration bill. A concept note has been developed on the critical skills list and has been submitted to the cabinet committee on trade and economic development.	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
16		Form a joint oversight platform (MHAISS – MEIYSAC - MJLR - NTA – NIPDB) to coordinate skills identification, visa approvals, and monitoring. Establish a National Skills Council to coordinate planning, integrate labour-market data, and drive the co-creation of curricula with industry. Introduce sectoral skills forums to align training outputs with economic priorities (energy, logistics, manufacturing, tourism, ICT, and creative industries).	MEIYSAC-Lead, NCHE, MHAISS, MoJLR, NTA, NIPDB, Academia, NCRST	No progress, Priority for NamPPF-II	**Partially implemented**
17		Integrate the Skills Visa into a National Skills Compact Database for tracking, transparency, and labour-market intelligence.	MoJLR-Lead, NSA, NIPDB, NTA, MHAISS, MEIYSAC	The MoJLR and NSA launched the NaLMIS on 25 September 2026 to improve the availability and use of reliable Labour market data. The system will support evidence-based policy making, regular labour market monitoring and improved coordination among labour market stakeholders. Priority for NAMPPF should be interoperability of systems Presidential Directive 3.1.4 calls for urgent facilitation of entry for key managerial and professional staff to support skills transfer; however, no implementation update has been reported. MHAISS update:	**Implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
				•Immigration Regulations were amended to introduce an employment permit to conduct business for investors. An investor obtaining this permit may include a core team of foreign expatriates. These applications are facilitated through the NIPDB which conducts business pre-evaluation and makes recommendations to the ISB. •Applications for employment permits for key managerial and professional roles are considered based on motivation submitted. •The Immigration Selection Board is authorised by law to set conditions. Where feasible, employment permits are issued with conditions. Conditions set by the ISB often relate to the rights and obligations of the investor, such as compliance with tax or labour laws, appointment of understudy, skills transfer to Namibians as well as alignment of investment to national development aspirations (ND6: contribution to employment and GDP growth).	
18		Link visa eligibility to critical skills lists informed by sectoral data and employer input.	MHAISS-Lead, MoJLR	Provisions made in the draft Migration Bill. Additionally, a concept note has been developed on the critical skills list and has been submitted to the cabinet committee on trade and economic development.	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
19		Streamline work-permit processing for approved mentorship and training assignments to reduce delays.	MHAISS-Lead, MoJLR	No progress, the recommendation needs to be unpacked for implementation	**Partially implemented**
20	Digital Skills and Innovation Hubs	Establish Digital Skills and Innovation Hubs	NCRST-Lead, MEIYSAC, NIPDB, MICT MoJLR, OPM, NPC	The construction of the national Biotechnology Research, Testing and Training Laboratory (BRTTL) - Land has been secured and fenced off. Construction phase is due to commence in the current financial year (2026/27) The National AI Institute has been established and officially launched on 23 September 2026. Zambezi Regional Science and Innovation Park: Mafwe Traditional Authority officially handed over five hectares of land	**Partially implemented**

8. IMPLEMENTATION SCORECARD FOR PRESIDENTIAL DIRECTIVES



9. Scorecard Summary for Presidential Directives

RAG status		Share	Interpretation
RED	6	30.00%	No implementation progress update recorded
AMBER	4	20.00%	Implementation activity / partial progress reported
GREEN	10	50.00%	Marked complete in the report
Total	**20**	**100.00%**	

10. Proposed Remedial Actions

11.1. Limited Access to Affordable Training

Proposed solution	Remedial Action	Lead Institution	Timeline	Expected Deliverable
VET Levy collections compliance	Strengthen Training Levy collection through improved compliance monitoring, employer engagement, and enforcement. Develop an electronic monitoring system fit for purpose. Amend the levy regulations to ensure compliance. Continue publishing quarterly Training Levy Updates to enhance transparency. Review the Employer Training Fund regulations to consider broader MSME participation and sustainable reimbursement arrangements. Revise TEVT levy eligibility threshold to 500,000 per annum	MEIYSAC NTA,	2027-2028	Improved levy collection, compliance, and transparency; amended regulations supporting sustainable and inclusive access to the Fund.

11.2. Limited support for apprenticeship, mentorship and skills transfer

Proposed solution	Remedial Action	Lead Institution	Timeline	Expected Deliverable
Establish a National Skills Council	Establish a National Skills Council to coordinate planning, integrate labour-market data, and drive the co-creation of curricula with industry. Introduce sectoral skills forums to align training outputs with economic priorities (energy, logistics, manufacturing, tourism, ICT, and creative industries).	MEIYSAC -Lead, NTA, NPC, MoJLR	2027	Improved national skills coordination

Enforce the implementation of WIL regulations	Accelerate the approval of the Work Integrated Learning (WIL) regulation, strengthen partnerships with industry and development partners through engagements, and expand existing apprenticeship arrangements	MEIYSAC – lead, NTA, NCH, MoJLR, Training Provider, Social Partner	2027-2030/	Increased apprenticeship, internship placements and other forms of WIL, expanded employer participation and improved workplace-based learning opportunities for young people. Improve compliance with WIL Regulations

11.3. Weak Coordination between education, training and industry

Proposed solution	Remedial Action	Lead Institution	Timeline	Expected Deliverable
Increase TVET enrolment in priority sectors	Align TVET enrolments and training provision with priority occupations identified through the Sector Skills Plans and Industry Skills Committees. Strengthen collaboration with training providers to expand capacity in emerging economic sectors, such as renewable energy, green hydrogen, oil and gas, ICT, and advanced manufacturing.	MEIYSAC – lead NTA, TVET Providers, ISCs and relevant Ministries	2026-2030	Increased enrolment and training provision in priority occupations and emerging economic sectors.

11.4. Digital Skills and Innovation Hubs

Proposed solution	Remedial Action	Lead Institution	Timeline	Expected Deliverable
Labour Market Information Systems Interoperability	Strengthen labour market intelligence and collaboration with relevant government institutions to identify occupations experiencing critical skills shortages. Provide evidence-based recommendations to inform skills visa and work permit reforms, balancing the need for specialised foreign skills with the development and protection of Namibian talent.	MJLR -lead, NSA, MEIYSAC, MHAISS, NTA, UNAM, NUST, NAMCOL	2027-2030	Evidence-based skills shortage lists and improved alignment of immigration and work permit processes with national skills development priorities.

12. Monitoring and Verification Framework

Performance Indicator	Baseline	Target	Means of Verification	Frequency
Proportion of total VET Levy collected	N$640 million has been refunded to employers to date under the Employer Training Fund. In total, 5.7 billion has been collected in Levy since its inception	Annual collection targets is set at 15% annual increase	NTA Training Levy collection reports, financial statements and quarterly Levy Updates.	Quarterly
Number of apprenticeships established **Number of internship established**	In the TVET space alone, over 200 companies are participating in apprenticeship in 2026.	10,000 Apprenticeships annual 5,000 Internships annual	MEIYSAC reports	Annual
National Skills Council established	None	2027/2028 Financial Year	MEIYSAC report	Annual
Percentage of Labour Market Information Systems Integrated	None	100% in 2027/2028 financial year	MJLR and NSA reports	Annual
Number of TVET enrolments in priority sectors	26,442 TVET enrolments across 126 VTCs (2025).	Annual increase in enrolments in priority occupations and emerging economic sectors, as identified under SDP3.	NTA TVET Management Information System, training provider reports and Sector Skills Plans.	Annual
Number of critical skills visas issued to professionals in priority sectors percentage of visa holders engaged in skills transfer and mentorship programmes	No consolidated baseline data available.	Annual targets to be established following collaboration between immigration authorities, employers and relevant skills development institutions.	Skills visa issuance records from the Ministry of Home Affairs, Immigration, Safety and Security; employer reports; mentorship and training records; and labour market assessments.	Quarterly and Annual