

CircuWasteVETAfrica



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Swakopmund Municipality Action Plan for Added-Value Services

Swakopmund Municipality

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Document Revision History

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1	23/07/2026	Initial Version	Abel Kationdorozi

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TABLE OF CONTENTS

1 Section: Local Context and Ecosystem Overview.	3
2 Section: Key Needs and Skill Gaps Identified	5
3 Section: Co-Design Process	6
4 Section: Action Plan Table	9
5 Section: Roadmap and Next Steps	14

1 SECTION: LOCAL CONTEXT AND ECOSYSTEM OVERVIEW.

1.1 National and Local Policy Context

Namibia is committed to transitioning toward a circular economy and sustainable waste management as part of its broader environmental and development agenda. The country's Fifth National Development Plan (NDP5) and the National Solid Waste Management Policy provide the overarching regulatory and strategic framework within which municipalities and industry actors operate. Swakopmund Municipality, as the competent local authority for the Erongo Region, plays a central role in implementing solid waste management services, ensuring environmental compliance, and promoting circular economy principles at the local level.

1.2 Circular Waste Supply Chain Ecosystem – Key Actors

The circular waste supply chain ecosystem in Namibia comprises a range of actors, including public authorities, private-sector operators, vocational training institutions, environmental education bodies, and industry associations. The ecosystem mapping undertaken during T4.1 identified the following key stakeholder groups:

Category	Key Actors	Role in Circular Waste Supply Chain
Public Authority	Swakopmund Municipality	Regulatory authority, waste collection, EMP compliance, circular economy promotion
VET Institution	Okakarara Vocational Training Centre (OVTC)	Technical and vocational training provider; core partner for curriculum co-design
Recycling Industry	Plastic Packaging, Rent-A-Drum, Frontier Multi Industries	Waste sorting, recycling processing, and collection logistics
Environmental Education	Recycle Forum Namibia	Public awareness, community outreach, and behaviour change campaigns
Corporate Sector	Coca-Cola Namibia	Producer responsibility, recycling initiatives, and circular economy implementation

1.3 Current State of VET Provision in the Sector

Vocational Education and Training (VET) provision related to waste management and circular economy in Namibia remains nascent and fragmented. The Okakarara Vocational Training Centre (OVTC) is among the few accredited institutions with technical competencies that can be aligned to the circular waste supply chain sector. However, specific curricula addressing green waste management, circular economy principles, digital waste tracking, and recycling technologies are either absent or outdated.

Industry stakeholders consistently report a shortage of work-ready graduates with practical skills in waste sorting, collection logistics, hazardous material handling, and environmental compliance. Work-based learning pathways between VET institutions and industry are largely informal or non-existent. There is a significant opportunity to formalise VET-market partnerships that produce graduates equipped for the emerging green economy.

2 SECTION: KEY NEEDS AND SKILL GAPS IDENTIFIED

The following skill gaps and training needs were identified through the structured stakeholder dialogues conducted during T4.2 and validated through the co-design roundtables held during T4.3 (March–June 2026, in Okakarara and Windhoek). These findings form the evidential basis for each action proposed in Section 4. Each action in the Action Plan Table is traceable to at least one of the needs identified below.

2.1 Priority Skill Gaps and Training Needs

Gap 1 – VET Curriculum Alignment: VET curricula at OVTC and other institutions do not adequately reflect current industry requirements in waste management and circular economy. Courses lack content on digital waste tracking, bio-waste valorisation, circular design principles, and ESG reporting for waste companies.

Gap 2 – Work-Based Learning and Practical Experience: There is a critical shortage of structured work placements or apprenticeship schemes that link VET students to waste management companies. Practical competences — including operating sorting equipment, managing collection logistics, and handling hazardous materials — can only be acquired in operational settings.

Gap 3 – Continuing Professional Development (CPD) for Employed Workers: Workers already employed in the waste management sector lack access to modular upskilling or reskilling programmes. Specific needs include: an introduction to digital waste-tracking tools, new waste-classification standards, occupational health and safety updates, and circular-economy compliance.

Gap 4 – Multi-Stakeholder Collaboration and Partnership Frameworks: Collaboration between government, private sector, and VET institutions is largely informal and ad hoc. There are no established mechanisms for regular joint review of training programmes, sharing of industry intelligence, or formalised partnership frameworks.

Gap 5 – Public Awareness and Sector Visibility: The circular waste management sector struggles to attract talent due to low public visibility and outdated perceptions. Young people and job seekers are largely unaware of career pathways in recycling, resource recovery, and the circular economy.

Gap 6 – Policy and Regulatory Capacity: Stakeholders — particularly smaller SMEs — lack capacity to interpret and comply with evolving regulatory frameworks for waste management, including environmental compliance certificates (ECCs), producer responsibility obligations, and circular economy-related legislation.

2.2 Heatmap Summary

The heatmap produced in T4.2 maps each identified skill gap against the core technical competencies of the VET partner (OVTC) and the training needs expressed by market actors. High-priority areas — those where demand is high but VET supply is low — are: practical waste sorting and processing skills; circular economy compliance knowledge; and digital tools for waste traceability. Medium-priority areas include public outreach competencies and regulatory literacy. These priorities directly informed the selection and sequencing of actions in Section 4.

3 SECTION: CO-DESIGN PROCESS

3.1 Overview of Sessions Conducted

The T4.3 co-design process for Swakopmund Municipality was implemented through a series of structured stakeholder roundtables and working sessions held between 17 March 2026 and 11 June 2026. Sessions were conducted in person at multiple venues, namely Okakarara, Swakopmund, and Windhoek, to ensure geographic inclusivity and access for both VET institution representatives and industry actors.

Session Format	Description
Roundtable Meetings	Structured dialogue sessions with waste management industry actors, recycling companies, and the VET institution, guided by the T4.2 heatmap findings.
Bilateral Working Groups	Focused bilateral discussions between Swakopmund Municipality representatives and individual companies to identify specific collaboration opportunities.
Stakeholder Dialogue in Windhoek	3-day courtesy visit and stakeholder dialogue (9–11 June 2026) focused on the circular waste supply chain ecosystem and partnership development.

3.2 Participating Stakeholders

A total of 15 participants took part in the co-design sessions. The following organisations were represented:

Organisation	Type of Stakeholder	Representative Role
Okakarara Vocational Training Centre (OVTC)	Accredited VET Institution	Technical competencies of the TVET curriculum co-design lead
Plastic Packaging	Recycling Company	Recycling expert; industry needs identification
Rent-A-Drum	Waste Management Company	Waste management expert; work-placement host
Frontier Multi Industries	Waste Management Company	Waste management expert; operational skills input
Recycle Forum Namibia	Environmental Education Body	Environmental education, outreach, and awareness

Coca-Cola Namibia	Corporate / Circular Economy	Recycling initiatives; producer responsibility expertise
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3.3 Decision-Making Process

Decisions during the co-design sessions were made through a participatory consensus approach. Mr. Abel Kationdorozi (Swakopmund Municipality) facilitated the opening of sessions, providing an overview of the CircuWasteVETAfrica project and the role of stakeholders. Mr. Kluivert Mwanangombe led the discussions on the Memorandum of Understanding (MoU) framework, collaboration opportunities, and the drafting of agreed next steps.

Collaboration opportunities were identified through structured facilitated discussions guided by the T4.2 heatmap. Proposed actions were presented to the full group for validation and endorsement before being incorporated into this Action Plan. The process ensured that all actions reflect genuine shared ownership and commitment by both the VET institution and market actors.

4 SECTION:

ACTION PLAN TABLE

The following six actions have been co-designed by Swakopmund Municipality, its market partners, and the Okakarara Vocational Training Centre. Each action is traceable to at least one skill gap identified in T4.2 and endorsed during the T4.3 co-design sessions.

TABLE 1 : ACTION 1 ANNUAL COMPETENCY REVIEW MECHANISM

Action Title: Annual Competence Review Mechanism	
Objective	Address Gap 1 (Curriculum Alignment): Ensure that the VET curriculum at OVTC consistently reflects current and emerging skill demands in the circular waste management industry.
Description	Swakopmund Municipality and OVTC will jointly convene an annual competence review session with market actors. The session will assess whether the skills and competencies taught in the VET programme remain aligned with industry needs. Based on the review findings, curriculum updates will be proposed and implemented for the following academic year. The review agenda will be informed by the T4.2 heatmap and updated annually.
Partners involved	Swakopmund Municipality (lead); Okakarara Vocational Training Centre (co-lead); Plastic Packaging; Rent-A-Drum; Frontier Multi Industries; Recycle Forum Namibia; Coca-Cola Namibia
Roles and Responsibilities	Swakopmund Municipality: coordinates session, documents findings, liaises with MEFT; OVTC: presents curriculum overview, proposes and implements updates; Market Actors: provide industry intelligence and validate proposed changes
Timeline	Start: September 2026 Frequency: Annual End: Ongoing (beyond project duration)
Resources needed	Staff time (Municipality EMP officer, OVTC lecturers, industry representatives); meeting venue; facilitation materials; documentation support
Expected outputs/outcomes	Annual competence review report; updated VET curriculum aligned with market needs; formal record of agreed curriculum changes; strengthened institutional relationship between OVTC and industry
Indicators of success	At least one competence review conducted per year; curriculum updated within 3 months of each review; minimum 5 industry representatives participating per session; stakeholder satisfaction rating of ≥80%
Link to partnership formalisation (if applicable)	Yes – this action will be incorporated into the MoU between OVTC and participating industry partners under T4.4

TABLE 2: ACTION 2: WORK-BASED LEARNING AND STRUCTURED INTERNSHIP PROGRAMME

Action Title: Work-Based Learning and Structured Internship Programme	
Objective	Address Gap 2 (Work-Based Learning): Establish a formalised, structured work-placement and internship programme connecting OVTC students with waste management and recycling companies.
Description	Swakopmund Municipality, OVTC, and participating companies will jointly design structured work-based learning pathways. Partners will agree on: learning objectives for each placement; specific tasks and operational responsibilities; mentoring arrangements on the company side; and assessment and certification criteria. Each company will commit to hosting a

	<i>minimum number of VET students per intake cycle. The programme will be coordinated by Swakopmund Municipality and managed jointly with OVTC.</i>
Partners involved	<i>Swakopmund Municipality (coordinator); Okakarara Vocational Training Centre (curriculum and assessment); Rent-A-Drum; Frontier Multi Industries; Plastic Packaging; Coca-Cola Namibia (host companies)</i>
Roles and Responsibilities	<i>OVTC: defines learning objectives and assessment criteria; Companies: provide operational placements, assign workplace mentors, submit learner progress reports; Municipality: coordinates matching, monitors quality, and documents outcomes</i>
Timeline	<i>Start: October 2026 Duration: Rolling intakes (6–12 weeks per cohort) End: Ongoing</i>
Resources needed	<i>Staff time for coordination and mentoring; workplace safety equipment; transport subsidies for students where required; MOU between OVTC and host companies; insurance arrangements</i>
Expected outputs/outcomes	<i>Minimum 10 VET students placed in industry internships per year; joint work-placement handbook developed; at least 3 host company agreements signed; increased graduate employability in the circular waste sector</i>
Indicators of success	<i>Number of students placed per cohort; employer satisfaction score; student completion rate; post-placement employment or further training rate; number of companies participating as hosts</i>
Link to partnership form localisation (if applicable)	<i>Yes – host company agreements and the internship framework will be formalised through MoUs under T4.4</i>

TABLE 3: ACTION 3 CONTINUING PROFESSIONAL DEVELOPMENT (CPD) FOR EMPLOYED WORKERS

Action Title: Continuing Professional Development (CPD) for Employed Workers	
Objective	<i>Address Gap 3 (CPD): Design and deliver short, modular upskilling and reskilling courses for workers already employed in the waste management and recycling sector.</i>
Description	<i>Swakopmund Municipality and OVTC will co-design a suite of short CPD modules targeting specific operational and regulatory skills gaps identified in T4.2. Modules will include: digital waste-tracking tools; new waste classification and environmental compliance standards (ECC requirements); occupational health and safety for waste handlers; and an introduction to circular economy principles for practitioners. Employers will co-design module content, co-deliver where feasible, and commit to releasing staff for training. OVTC will provide the pedagogical framework and issue certificates of completion.</i>
Partners involved	<i>Swakopmund Municipality (lead, regulatory content); Okakarara Vocational Training Centre (pedagogical design, certification); Rent-A-Drum; Frontier Multi Industries; Coca-Cola Namibia (employer co-design and staff release)</i>
Roles and Responsibilities	<i>Municipality: identifies regulatory compliance gaps, provides content on ECC and waste legislation; OVTC: structures modules, delivers and certifies training; Employers: identify staff training needs, co-design content, release staff for modules</i>
Timeline	<i>Start: November 2026 Frequency: 2–4 modules per year End: Ongoing</i>
Resources needed	<i>OVTC facilitation staff; training rooms; module development time; certification costs; employer time for co-design</i>
Expected outputs/outcomes	<i>Minimum 3 CPD modules developed by the end of 2027; at least 30 workers trained per year; OVTC-issued certificates of completion; documented</i>

	<i>reduction in occupational incidents and compliance violations among trained workers</i>
Indicators of success	<i>Number of modules developed and delivered; number of workers trained; pre/post skills assessment scores; employer feedback on relevance and quality; number of certifications issued</i>
Link to partnership formalisation (if applicable)	<i>Yes – CPD delivery agreement between OVTC and employer partners to be formalised under T4.4 MoU</i>

TABLE 4: ACTION 4 SKILLS ANTICIPATION FORUM (BIANNUAL FORESIGHT TABLE)

Action Title: Skills Anticipation Forum (Biannual Foresight Table)	
Objective	<i>Address Gap 4 (Multi-Stakeholder Collaboration): Establish a recurring forum where VET professionals and market actors jointly monitor emerging trends and anticipate future skills needs in the circular waste supply chain.</i>
Description	<i>A biannual Skills Anticipation Forum will be convened by Swakopmund Municipality and chaired jointly with OVTC. The forum will bring together industry representatives, the Municipality, and OVTC to discuss: emerging roles in the sector (e.g. circular economy compliance officers, ESG reporting specialists, bio-waste valorisation technicians); changes in regulation and technology; and recommended curriculum or CPD responses. Forum outputs will feed directly into the Annual Competence Review (Action 1) and CPD planning (Action 3).</i>
Partners involved	<i>Swakopmund Municipality (convener and co-chair); Okakarara Vocational Training Centre (co-chair); Recycle Forum Namibia; Coca-Cola Namibia; Plastic Packaging; Frontier Multi Industries; Rent-A-Drum</i>
Roles and Responsibilities	<i>Municipality: convenes and documents forum; OVTC: translates intelligence into curriculum and CPD implications; Industry: provides market foresight and emerging needs intelligence; Recycle Forum Namibia: contributes environmental education and awareness dimension</i>
Timeline	<i>Start: January 2027 Frequency: Biannual (January and July) End: Ongoing</i>
Resources needed	<i>Venue; facilitation; secretariat support; travel costs for participants from different regions; documentation and reporting</i>
Expected outputs/outcomes	<i>Biannual forum reports; skills intelligence briefs informing curriculum and CPD design; published emerging roles register for the Namibian circular waste sector; strengthened multi-stakeholder governance structure</i>
Indicators of success	<i>Forum held twice per year with ≥8 stakeholders per session; skills intelligence brief published after each forum; at least 2 curriculum or CPD adjustments per year traceable to forum recommendations</i>
Link to partnership formalisation (if applicable)	<i>Yes – forum governance and ToR to be included in the multi-partner MoU framework under T4.4</i>

TABLE 5: ACTION 5 JOINT OUTREACH AND CAREER AWARENESS INITIATIVE

Action Title: Continuing Professional Development (CPD) for Employed Workers	
Objective	Address Gap 5 (Sector Visibility): Raise awareness of careers in the circular waste supply chain among young people, job seekers, and communities, and enhance the sector's attractiveness as a destination for VET graduates.
Description	Swakopmund Municipality, OVTC, and industry partners will collaborate on a joint outreach programme targeting secondary school learners, job seekers, and the general public. Activities will include: open days at recycling and waste management companies; sector presentations and career guidance in secondary schools; jointly produced career guides profiling roles in the circular waste supply chain; and social media and community radio campaigns. Recycle Forum Namibia will lead the development of educational content.
Partners involved	Swakopmund Municipality (lead, communications); Okakarara Vocational Training Centre (VET pathway information); Recycle Forum Namibia (education content lead); Coca-Cola Namibia; Plastic Packaging; Frontier Multi Industries; Rent-A-Drum (open day hosts)
Roles and Responsibilities	Municipality: coordinates programme, liaises with schools and media; OVTC: provides VET enrolment information and success stories; Recycle Forum Namibia: develops educational content; Companies: host open days and provide industry speakers
Timeline	Start: September 2026 Frequency: Annual campaign + at least 2 school visits per semester End: Ongoing
Resources needed	Communications materials (career guides, posters, social media content); transport; venue for open days; staff time; community radio airtime
Expected outputs/outcomes	Number of schools reached; number of career guides distributed; increase in VET application rates in relevant programmes; social media reach and engagement metrics; community radio broadcast reach
Indicators of success	Number of schools reached; number of career guides distributed; increase in VET application rates in relevant programmes; social media reach and engagement metrics; community radio broadcast reach
Link to partnership formalisation (if applicable)	Partially – outreach collaboration commitments to be referenced in MoU; formal MoU not required for all outreach activities

TABLE 6: ACTION 6 CIRCULAR ECONOMY AND GREEN WASTE MANAGEMENT POLICY LITERACY PROGRAMME

Action Title: Circular Economy and Green Waste Management Policy Literacy Programme	
Objective	Address Gap 6 (Regulatory Capacity): Build capacity among SMEs, VET learners, and municipal staff to understand, interpret, and comply with the evolving regulatory framework for waste management and circular economy in Namibia.
Description	Swakopmund Municipality will develop and deliver a policy literacy programme in partnership with OVTC. The programme will cover: the Namibian National Solid Waste Management Policy; Environmental Compliance Certificate (ECC) requirements and processes; producer responsibility obligations; and relevant circular economy legislation and international standards. The programme will be delivered in workshop format, targeting SME operators, OVTC learners, and municipal staff. Materials will be adapted for different literacy levels and available in English and local languages where feasible.

Partners involved	<i>Swakopmund Municipality (lead, regulatory expertise); Okakarara Vocational Training Centre (delivery partner, learner integration); Recycle Forum Namibia (community outreach dimension); participating SMEs</i>
Roles and Responsibilities	<i>Municipality: develops regulatory content, leads delivery, liaises with MEFT; OVTC: integrates relevant modules into VET programme; Recycle Forum Namibia: supports community-level outreach; SMEs: participate and provide feedback on practical relevance</i>
Timeline	<i>Start: August 2026 Frequency: At least 2 workshops per year End: Ongoing; reviewed annually</i>
Resources needed	<i>Municipality legal and environmental officer time; training materials; translation support; venue; OVTC facilitation support</i>
Expected outputs/outcomes	<i>Policy literacy workshop toolkit developed; minimum 2 workshops per year; at least 50 participants trained per year; improved ECC compliance rates among SME participants; integration of policy literacy modules into OVTC curriculum</i>
Indicators of success	<i>Number of workshops delivered; number and type of participants; pre/post knowledge assessment scores; number of SMEs achieving or renewing ECC compliance; participant satisfaction ratings</i>
Link to partnership formalisation (if applicable)	<i>Yes – collaboration between Municipality and OVTC on regulatory training to be formalised in the MoU under T4.4</i>

5 SECTION: ROADMAP AND NEXT STEPS

The following roadmap summarises the sequence of key milestones from the T4.3 co-design process through to the formalisation of Public-Private Partnerships under T4.4. Each action from Section 4 is indicated with its projected start date.

Period	Milestone / Activity	Actions Referenced
March – June 2026	Stakeholder roundtables and co-design sessions (Okakarara and Windhoek); T4.3 implementation phase	All Actions (co-design basis)
18 June 2026	Submission of First Draft VET-Market Co-Design Action Plan to the consortium for review	All Actions
22 June 2026	Submission of presentation slides for Capitalisation Plan Workshop (São Tomé and Príncipe)	Summary of Actions 1–6
1 July 2026 (M20)	Capitalisation Plan Workshop – São Tomé and Príncipe: Presentation and peer-review of Action Plan; SWA participates as strategic observer	All Actions (presented and validated)
August 2026	Action 6 (Policy Literacy Programme) launches; MoU drafting process begins (led by Swakopmund Municipality)	Action 6
September 2026	Action 1 (Annual Competence Review) and Action 5 (Joint Outreach) commence; the MoU signing is targeted	Actions 1, 5
20 August 2026	Submission of D4.3 deliverable (STP consolidates all partner Action Plans)	All Actions
Sept – Oct 2026 (M22)	Public-Private Partnerships Workshop (Angola/Local); validation of collaboration models; MoU formalisation under T4.4; SWA takes an active role in public-sector engagement	Actions 1, 2, 3, 4, 6 (MoU candidates)
October 2026	Action 2 (Internship Programme) first cohort intake; host company agreements signed	Action 2
November 2026	Action 3 (CPD for Workers) launches; first CPD module delivered	Action 3
January 2027	Action 4 (Skills Anticipation Forum) inaugural session; biannual schedule established	Action 4
Ongoing (2027+)	Annual Competence Review cycles; biannual Skills Anticipation Forum; rolling internship intakes; CPD delivery; outreach campaigns	All Actions (sustained)

The Action Plan will be refined following the Capitalisation Plan Workshop (M20) and the Public-Private Partnerships Workshop (M22), incorporating feedback from consortium partners and external stakeholders. Ongoing stakeholder engagement will continue throughout 2026–2027 to ensure that all actions remain responsive to evolving market conditions and policy developments.