



Office of the Secretary General | 3929 Verbena Street, Khomasdal  
Windhoek | P.O. Box 23282, Windhoek | Tel: 061 217 964  
Fax: 061 212 978 | Email: [bawon@iway.na](mailto:bawon@iway.na) | [www.bawon.org.na](http://www.bawon.org.na)



For help with workplace problems

## **JOIN YOUR UNION NOW!**

Last year hundreds of your colleagues sought help from BAWON for issues such as:

Promotion Appeals, Redundancies, Grievances, Disciplinary Hearings and Workload Issues.

**But don't wait until you have a problem. Join BAWON today.**

As a member of BAWON, you have the support of trained officials and access to legal advice and representation.

Together, we have strength in numbers. Join the brigade!

**Join BAWON Today!**

Office of the Secretary General | 3929 Verbena Street, Khomasdal  
Windhoek | P.O. Box 23282, Windhoek | Tel: 061 217 964  
Fax: 061 212 978 | Email: [bawon@iway.na](mailto:bawon@iway.na) | [www.bawon.org.na](http://www.bawon.org.na)

**BAWON** | Bank Workers Union of Namibia

# Table of Contents

About Bank Workers Union of Namibia (BAWON).....	4
Welcoming Message.....	5
Chairperson's Statement.....	6
Our Purpose, Vision, Mission and Objectives.....	7
Our Core Values.....	7
Our Strategy.....	8
Our Code of Ethics.....	8
What We Do at BAWON.....	9
Our Team.....	10
Ownership and Management.....	12
SWOT Analysis.....	14
Corporate Social Responsibility.....	15
Administrative Personnel and Registration Details.....	15
Accountants and Auditors.....	16
Banking Details.....	16
BAWON Faces.....	17



## FEATURES





## About Bank Workers Union of Namibia (BAWON)

**B**AWON is a registered trade union which represents employees in Banking and Financial Institutions. BAWON is a diversified Union offering highly specialised services to employees within the banking sector and other financial institutions. The services are delivered as unique offerings or blended together in an innovative way to offer more holistic and effective solutions for our members. BAWON is a non-profit institution that offers a full spectrum of employment and labour services.

At BAWON we do provide an integrated solution to day to day industrial relations and employee/ member management concerns. We ensure the transfer of essential IR skills and knowledge to Shop Stewards, Executive Committee members, supervisors, management and full time union officials. Each member's needs are evaluated individually and appropriate interventions outlined and agreed to by the member. Our service range from:

- Industrial Relations Consultation Services;
- Recruiting, organizing, representing and retaining members;
- Negotiating and bargaining on behalf of members and promote equality;
- Motivational Speaking Services in labour related issues;
- Campaigning, advocating and promoting BAWON on behalf of members;
- Workplace Investigation Services;
- Developing an efficient and effective Trade Union Organisations.

**“** The strategic intent of BAWON is to be a leading labour movement in the Banking and Financial Institution

---

Our focus as a union is on: promoting, improving and maintaining the conditions of employment, sound labour relations and the financial well-being of all our members.

The strategic intent of BAWON is to be a leading labour movement in the Banking and Financial Institution; creating values for all its members and communities, and as a consequence supporting the objectives of Vision 2030 and the NDP's, as well as other government objectives. The core purpose of BAWON is to position Namibia to be a financial hub of Africa.

Prospects for growth are higher on account of representation, Labour, ER/ IR/ HR, development of new financial institutions boom. The industry is driven by the development of new companies, existing organisations, and expansion of small and medium enterprises in all regions across Namibia. BAWON is planning to expand its influence across SADC Region to integrate the challenges faced by workers as well as harmonization of industrial relations policies within SADC and outside.



**Thomas Muchima**  
**Secretary General**  
**BAWON**

### ***Rise of business enterprises opportunities in Africa and Labour challenges***

## **Welcoming Message**

**T**he world's eyes are turned towards Africa's market of one billion people including a growing middle class.

The continent has become the second most attractive investment destination in the world-ranking just behind North America- as investors are looking beyond the more established markets of South Africa, Nigeria and Kenya. Foreign direct investment (FDI) in the region has hit a record of \$60 billion in 2013, and nearly all African countries are benefiting from China's participation today.

**“The aim with this strategic objective is to provide our members with excellent union experience**

In contrast the labour is faced with challenges of income inequality, pressure to sale financial products as well as exploitation of workers in general. Our challenges are to establish effective systems and fair rules and regulations to protect the interests of workers and that of our government.

Africa has a unique opportunity to attract strategies, and job-creating investment. The time for action is now to lead the global labour movements.

### **Member- centric approach**

The aim with this strategic objective is to provide our members with excellent union experience. In doing this, we aim to employ a culture of continuous improvements to our services, systems, processes, people as well as commit to a deep understanding of our members' needs and requirements in order to customise our labour propositions. We trust that these changes should go a long way toward improved member experience during 2018.

**“We aim to employ a culture of continuous improvements to our services, systems, processes, people as well as commit to a deep understanding of our members’**



**Yvonne Mouton**  
**President/ Chairman**  
**BAWON**

## Chairman's Statement

Committed to this work, BAWON is establishing a High Level Transformation Programmes on the Future of Work, that will report to the upcoming National Congress in 2019. As a Union we have raised the issues that unions are ready to engage in new forms of cooperation to boost skills level, customer service, but that require that companies and government had to have the same courage and determination to reinvent and explore new possibilities.

“We have a duty to get out there, and make a difference. We simply owe it to the generations that follow us.

Already today we see that employees in the large companies receive far more training and upskilling possibilities than workers in small and medium-sized companies. With the rise of precarious work, this discrepancy will only grow to unacceptable and unsustainable levels. To balance things out, we need to consider a solution where all companies of all types and sizes pay into an education and training fund, from which all workers, in all forms of employment can seek funds to cover income losses and training costs.

Finally our voices, our opinions and how and what we, the wider union movement, want for our societies and workers must be heard. Many have written our movement off, many have assumptions about us that in no way match reality.

We have a duty to get out there, and make a difference. We simply owe it to the generations that follow us.

“Our voices, our opinions and how and what we, the wider union movement, want for our societies and workers must be heard.



## 4. Our Purpose

Our purpose is to ensure that proper conditions of employment are upheld, and that members' personal and financial well-being are secure.

## 5. Our Vision

Our Vision is to ensure the continuous growth and economic development of the Banking and Financial Institutions' workforce in Namibia, SADC and beyond.

## 6. Our Mission

Our mission is to protect and defend the rights and interests of the labor force in banking and financial Institutions, to promote unification, to strive for service excellence, professionalism and integrity, and to enhance our members' prosperity.

## 7. Our Objectives

- Recruiting, organizing, representing and retaining members.
- Negotiating and bargaining on behalf of members and promoting equality.
- Campaigning, advocating and promoting BAWON on behalf of members.
- Developing an efficient and effective labour movement.

## 8. Our Core Values

### [1] Serving our members

We do everything in our power to ensure that we provide our members with the services and solutions to suit their needs, purpose and vision.

### [2] Delivering to our stakeholders

We understand that we earn the right to exist by providing appropriate long-term relationship to our stakeholders. We try extremely hard to meet our various targets and deliver on our commitments.

### [3] Being creative

We strive and grow through creativity, invention and innovation.

### [4] Working in unity

We, and all aspects of our work, are interdependent. We appreciate that, as teams, we can achieve much greater things than as individuals. We value unity within and across our industry, units and divisions.

### [5] Constantly raising the bar

We have confidence in our ability to achieve ambitious goals and we celebrate success, but we do not allow being associated with characteristics of arrogance.

### [6] Upholding the highest levels of integrity

Our entire organisation model is based on trust and integrity as perceived by our stakeholders, especially our members.

### [7] Driven by purpose

We integrate vision and purpose into all aspects of our Union.



## Our Strategy

Our strategy during the year was to provide a strategic construct to guide the execution of BAWON strategy within our Union. Our intentions are to ensure that plans are aligned with BAWON strategy and values.

“Our vision provides us with a set of primary goals and a standard of excellence that ensures we deliver on our purpose.

Our strategies encompass the Union’s purpose, the factors that underpin our legitimacy, our guiding principles and our vision. All of these elements express our belief that the long-term sustainability of our Union depends on the stability and wellbeing of our industries, and that our pursuit of effective representation will lead to the outcomes of social benefits.

Our guiding principles are designed to enable us to make well-considered decisions quickly and effectively. They pertain to keeping the promises we make to our members and the speed, efficiency and thoughtfulness with which we fulfill those promises; the culture of accountability, effective decision-making and social relevance we wish to build.

BAWON vision is delivering exceptional member experiences and superior excellence services. Our vision provides us with a set of primary goals and a standard of excellence that ensures we deliver on our purpose.

### 10. Our Code of Ethics

For us to drive our growth cohesively we have agreed on a number of common guidelines, including our Code of Ethics. Our Code of Ethics provides us with more detail about how our values apply in the workplace, including guidance on their application in specific situations. It is designed to: Facilitate greater empowerment and faster decision-making at all levels of our organisation.

### 11. What We Do?

BAWON represents and acts for members working in a range of banking and non-banking financial institutions, whether they’re employed by private companies, public authorities or in the community and voluntary sector. We represent, negotiate and bargain on their behalf, campaign for better working conditions and the financial well-being of our members

The typical activities of a trade union include providing assistance and services to their members, collectively bargaining for better pay and conditions for all workers, working to improve the quality of public services, political campaigning and industrial action.

## Labour & Industrial Relations Solutions: Description

### [1] BAWON Industrial Relations Services

- Comprehensive industrial relations audit focusing on compliance with labour laws and accepted industrial relations practices. Ensuring IR/ ER strategies are aligned with corporate goals / business objectives.
- Telephonic and electronic support services, Employment Issues, Collective and Individual Employment contract negotiations and drafting Employment Contract.
- Training in Employment Legislation, Health and Safety Policies, Mediation Services, Guidance on warning and dismissal procedures, Advice on labour legislation
- Employment Equity Act, Skills Development Act, Labour Act, Basic Conditions of Employment Act, Occupational Health and Safety, Social Security Act & Regulations, Affirmative Action Act and Employee Compensation Act.
- Statutory and private dispute resolution, Industrial action, Collective Bargaining, Internal dispute, disciplinary and other procedures, Discrimination and other work-related constitutional issues as well as internal enquiries relating to disciplinary matters or grievances.

### [2] Workplace Investigation Services

#### Workplace investigations.

Workplace Investigations is often a tricky process for Unions in the resource industry. If not done correctly can lead to one losing a job. Areas includes:

- Investigation into labour relations, fraud, misconduct, health and safety incidents, bullying complaints, discrimination and workplace grievances, and any special investigation etc.
- Our team can prepare, conduct and report on all types of workplace investigations, minimising and ensuring an independent and fair process for employees and all staff involve.

### [3] Trade Unions Development Services

- Consulting services provided cover advice in all areas of labour legislation and labour relations as well as human resources management and include:
- General advice on Labour Relations and Human Resources issues, attending meetings with shop stewards and/or union officials, Chairing and Initiating of disciplinary hearings and appeal hearings.
- Assisting the union with disputes referred to the Labour Commissioner and/or Bargaining Council, Dealing with any strike or other form of industrial action.
- Drafting of legal documents, e.g. Constitution, Recognition Agreement, Operational Work plan, in-house job descriptions, training of shop stewards training workshops, assisting with Congress management, minutes taking, report writing, union expansion strategic planning, advice on recruitment.



## Our Team

“ We are thought leaders with purpose in the broader field of Labour and Industrial Relations. We develop strategies that go beyond traditional day to day Labour Relations and collective bargaining planning.

We work with you to understand both your environment and long term relations goals and develop a framework and road maps to achieve the transformational changes you want and need.



## Why Us?

We help members develop and execute **comprehensive strategies** to engage employers, including other unions, community leaders and special interests groups.

Our goal is to create unique value for our members by ensuring the **bargaining unit meets its specific objectives** through improved performance across several important dimensions:

Increased productivity, improved individual contributions and discretionary efforts, improved service quality, decreased dismissals and better safety working condition.

There are a number of important characteristics of our service that not only enhances its effectiveness in addressing labour relations issues, but also distinguishes it from the alternatives offered in the broader industry.

Our team of talented, experienced professional trade unionists **provides comprehensive labour law**, comprehensive consulting support to our members. We would welcome the opportunity to provide these services to you, your union or your organisation.

# Ownership & Management

## 13.1 OWNERSHIP

**B**AWON is a non-profit organization (NGO) owned by its members. Union executives are elected at the Congress. The National Executive Committee (NEC) members appoint the Secretary General who is responsible for the overall management of the union, and acts as its legal representative. He/ She coordinates all administrative aspects of the union's activities to ensure the most effective and economic use of its resources.

The National Executive Committee (NEC) consists of 14 members, which represent the 14 regions in Namibia. NEC objectives are to advise the Secretary General and to help formulate policies and strategies that guide the Union towards attaining its Vision, Mission and objectives.

## 13.2 MANAGEMENT

### Our Structure

BAWON - is essentially a voluntary organisation – in which elected members organise a range of activities on behalf of their fellow members – with the assistance of a team of full-time staff who provide administrative, technical and professional support to the Shop Stewards, Executives members and other stakeholders.

The presence of a BAWON Representative in workplaces organised by the Union is the key feature in its structure. In larger employments – with many workplace locations – these representatives are coordinated by elected Shop Stewards, workplace contacts, activists and supported by the National Coordinator.

The activities of these representatives are, in turn, co-ordinated by the National Executive members – who, when acting collectively, is also responsible for the management of the affairs of the Union. The Executive Committee reports to the annual national conference and that of the Congress.

The National Executive Committee also appoints the key Union staff –the Secretary General. The Secretary General in-turn–will appoints from within its own ranks those employees who will serve with the Secretary General to run the operation.

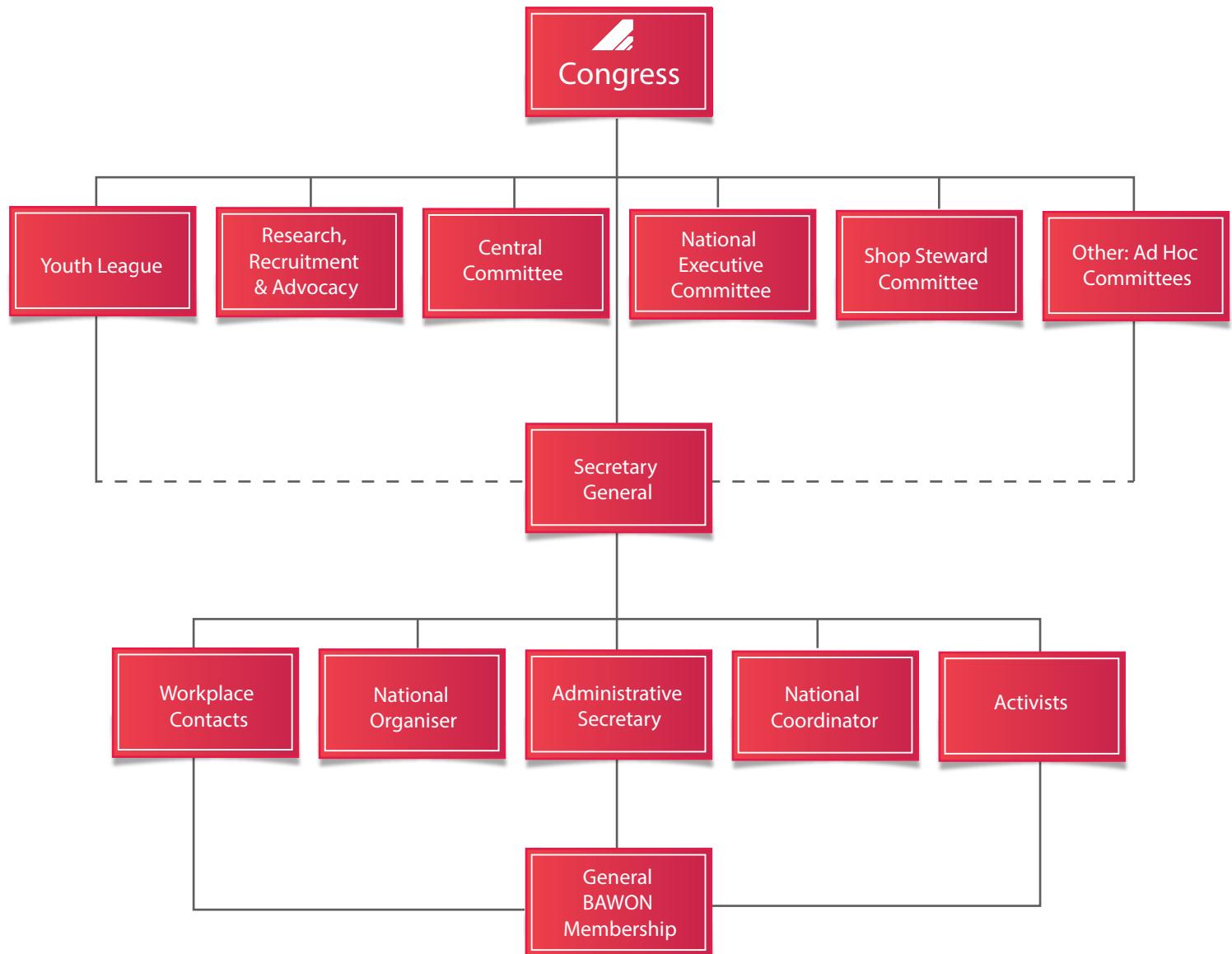
The Secretary General is the "chief administrative officer of the Union" and Secretary General of the Central Committee, the Executive Committee, the Shop Stewards Committee and the Congress. Certain specific duties of a more narrowly administrative character derived from these provisions are indicated in the Constitution and in the contract of employment.

Following is the BAWON structure:

- [1] Congress
- [2] Central Committee
- [3] National Executive Committee (NEC)
- [4] Shop Steward Committee
- [5] Research, Recruitment and Advocacy Committee
- [6] Office of the Secretary General
- [7] BAWON Youth Le

“ The National Executive Committee (NEC) consists of 14 members, which represent the 14 regions in Namibia. NEC objectives are to advise the Secretary General and to help formulate policies and strategies that guide the Union towards attaining its Vision, Mission and objectives.

# Organisation Structure



## BAWON National Executive Committee (NEC) Structure

Title	Name	Title	Name
1. President	Yvonne Mouton	8. Education, Training & Research Officer	Cecilia Kantana
2. Vice President	Danzel Jarvis	9. Youth Development Officer	El-Chardt McCallum
3. Treasurer	Isaak Narib	10. Gender & Culture Officer	Sophia Mtshibe
4. Vice Treasurer	Fadiva Bazuidenhout	11. International Affairs Officer	Dionisius Beukes
5. Legal Affairs Officer	Carol Otto	12. Health & Safety Officer	Brandon Beukes
6. Information and Public Officer	Antonia Ahipala	13. Advocacy & Mobilisation Officer	Edwin Almeida
7. Political & Economic Affairs Officer	Lahya Kapembe	14. Additional /Float Officer	Monika Shinyata

# BAWON SWOT Analysis

## STRENGTHS

**O**ur core strength lies in the power of our team; our workforce. We have a team that can go all the way to give our members value for their money. We are well positioned, well committed; leadership ability and we know we will attract loads of members from the first day of the expansion programme.

**“**The new generation of individuals and families has a far greater appreciation of attractive packaging (image conscious); the increase number of foreign firms, especially from South Africa looking at penetrating the Namibian market.

Strength in combination of skills in leadership, the management intends to jointly develop union strategy and long-term plans, having wide experience in service and labour know-how.

The establishment and maintenance of strong membership base, Strategic industrial segmentation and implementation strategies and diversified industry segments: ensuring the lack of dependency on one particular bargaining unit.

## WEAKNESSES

As a small labour union, it might take some time for our union to break into other institutions; in addition, labour industry competition among the three federations that is perhaps our major weakness. Lack of reputation in comparison to our competitors and limited financial based in comparison to our competitors.

## OPPORTUNITIES

The opportunities in the labour movement are massive and we are ready to take advantage of any opportunity that comes our way. Diversify into other areas of services as well as litigation. Specific niche: Appreciation for high-quality services, networking, and advertising (and integration therein).

The new generation of individuals and families has a far greater appreciation of attractive packaging (image conscious); the increase number of foreign firms, especially from South Africa looking at penetrating the Namibian market.

## THREATS

The present growth in the industry may result in market saturation, through competition. This competition could emerge from a variety of given sources including:

1. Established union's development of new lines and vertically integrating so as to be totally in control of membership based.
2. New marketing strategies and tactics by established unions and federations.
3. Existing competition within the labour market.
4. Other start-up unions generated by healthy economic growth nationwide.
5. Intolerable membership fees decreases by other unions may occur.

## BAWON Market Analysis

### Market Trends

Quite a number of distinct trends have emerged in recent times in the labour industry, which is why Unions and labour consulting firms are positioning their organizations to survive the peaks and troughs of an ailing economy. As a matter of fact, most of these trends aid labour firms and union organizations to become more creative, competitive, efficient, and productive in a global market. Some other trends in the labour industry could be attributed to changing demographics, attitudes and work styles.

Another trend that is gaining momentum in the labour industry is that members have the options of seeking labour assistance from a growing number of non-labour professionals such as; paralegal technicians, legal document preparers, legal self-help sites, and virtual assistants legal vendors. As a result of this trend, the decisions about how labour services are delivered which include staffing, scheduling, strategies and most importantly how firms charge for their services – are increasingly being influenced by the members, and not by the labour firms or unions as it used to be in time past.

No doubt, as the cost of labour services continues to increase and as corporate spending falls, new labour delivery methods will continue to emerge and gain momentum going forward. In addition, the market for labour services has shifted from a sellers' market to a buyers' market.

Lastly, it is now becoming trendy in the labour industry for smaller labour firms to merge with bigger labour firms and for bigger labour firms to acquire smaller labour firms; mergers and acquisitions. However, from the Union point of view, this trend is very rare in trade unions. Many labour firms all over Namibia are coming to the conclusion that the bigger the better for them.

#### **Target Market**

Although BAWON Services will initially serve specifically industry for small to medium sized businesses, from new ventures to well established businesses, but that does not in any way stop us from growing to be able to compete with the leading labour

firms in the Namibia. We hope to someday merge with other unions in the same industry and expand our labour services to monopolise the industry in Namibia.

Our target market cuts across people of different classes and people from all walks of life, local and international organizations in the banking and other financial institutions as well. We are coming into the industry with a union concept that will enable us work with the highly placed people and companies in the country and at the same with the lowly placed people and smaller businesses. In other words, our target market is the whole of Namibia.

## **15. Corporate Social Responsibility**

### Corporate Social Sustainability and Community Engagement

At BAWON, we are very clear on our obligations to society.

Our brand promises here for good captures our commitment to always try to do the right thing, to take a long-term view, to support our members and stakeholders and the communities where we operate. We have three key sustainability priorities: contributing to sustainable economic growth, being a responsible union and investing in communities as well as develop trade unions movements.

We are proud to be a truly Namibia Trade Union. We will continue to support Namibia's development as a great place to live and work, focusing our community efforts on the areas of youth, health, education, training and the environment.

BAWON employees take pride in being highly committed and engaged with our communities. BAWON employees have the opportunity to become part of something larger. This commitment makes working at BAWON more than just a



**Anna Ithete**  
**Administrative Personnel**  
**BAWON**

#### **Registration Details**

Bank Workers Union of Namibia  
(BAWON)  
Reg No. TU002/94

P.O. Box 23282  
Windhoek  
Namibia

3929 Verbena Street, Khomasdal,  
Windhoek  
Namibia

Tel: +264 61 217 964, Fax: +264 61 212 978  
Email: [bawon@iway.na](mailto:bawon@iway.na)

## Accountants & Auditors

### Mac & Associates

#### Esther Machaya

Managing Director

esther@mcassociates.com.na

1A Quenta Street, Ludwigsdorf

Windhoek

Namibia

P O Box 21214

Windhoek

Namibia

Telephone number: +264 300 249

Cell Number: +264 81 2339172

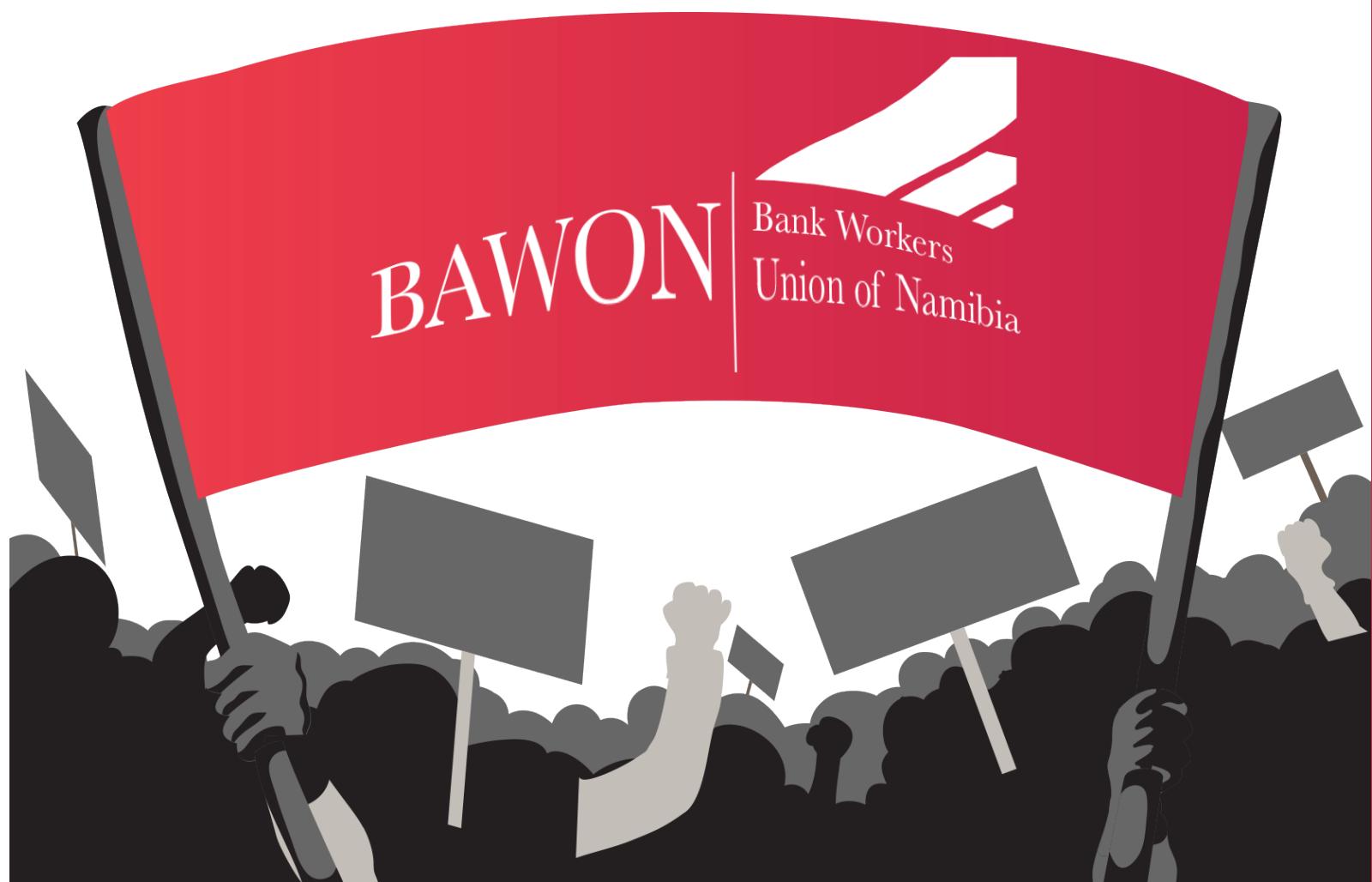
Fax number: +264 88 651 5903

E-mail: ester@mcassociates.com.na

## Banking Details

Bank Worker Union of Namibia (BAWON) Banking Details

Institution: Bank Workers Union of Namibia (BAWON)  
Bank: Standard Bank Namibia Limited  
Branch: Aussspannplatz  
Account. No: 042 667 585  
Branch Code: 082672  
EFT Code: 087373  
Swift Code: SBMNANX  
Account: Cheque



# BAWON FACES



Trade Union Congress of Namibia (TUCNA) President Hango, addressing the work force at the May Day 2015 Celebration in Lüderitz.



**THEY'RE CALLED BAWON PATRIOTS AND THEY JUST MAKE THINGS HAPPEN.** Isaak Narib flanked by Desiree Coetzee and Elmarie Hansen, posing for a picture shortly after the strategic meeting in Windhoek.



**HAPPY MOMENTS.** Shop Steward Diana Kamendu and her loyal members [Swakopmund Branch] after the morning briefing. Together they are transforming the work environment for the better.

# BAWON FACES



# KNOW YOUR RIGHTS

## All workers and job seekers have the right to:

- ✓ Form and/or join trade union activities
- ✓ Take part in lawful union activities
- ✓ Be protected from discrimination
- ✓ Not to be unfairly dismissed
- ✓ To be treated with dignity and respect
- ✓ To receive the agreed upon salary, on time
- ✓ To have safe working conditions
- ✓ To experience fair labour practices



Join BAWON Today!

Office of the Secretary General | 3929 Verbena Street, Khomasdal  
Windhoek | P.O. Box 23282, Windhoek | Tel: 061 217 964  
Fax: 061 212 978 | Email: [bawon@iway.na](mailto:bawon@iway.na) | [www.bawon.org.na](http://www.bawon.org.na)

**BAWON** | Bank Workers  
Union of Namibia



---

Office of the Secretary General | 3929 Verbena Street, Khomasdal, Windhoek  
P.O. Box 23282, Windhoek | Tel: 061 217 964 Fax: 061 212 978  
Email: [bawon@iway.na](mailto:bawon@iway.na) | [www.bawon.org.na](http://www.bawon.org.na)