



Republic of Namibia



## **HARAMBEE PROSPERITY PLAN II**

2021 – 2025

**Action Plan of the Namibian Government Towards Economic Recovery and Inclusive Growth**





# STATE HOUSE REPUBLIC OF NAMIBIA



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# LIST OF ABBREVIATIONS

<b>4IR</b>	Fourth Industrial Revolution	<b>KfW</b>	Kreditanstalt für Wiederaufbau (Development Bank)
<b>ACC</b>	Anti-Corruption Commission	<b>M&amp;E</b>	Monitoring and Evaluation
<b>AfCFTA</b>	African Continental Free Trade Agreement	<b>MAWLR</b>	Ministry of Agriculture, Water and Land Reform
<b>ASEP</b>	Annual Sectoral Execution Plan	<b>MEAC</b>	Ministry of Education, Arts and Culture
<b>AU</b>	African Union	<b>MEFT</b>	Ministry of Environment, Forestry and Tourism
<b>BRTF</b>	Business Rescue Task Force	<b>MFMR</b>	Ministry of Fisheries and Marine Resources
<b>CLTS</b>	Community-Led Total Sanitation	<b>MHAISS</b>	Ministry of Home Affairs, Immigration, Safety and Security
<b>CSS</b>	Citizen Satisfaction Survey	<b>MHSS</b>	Ministry of Health and Social Services
<b>DIP</b>	Decentralisation Implementation Plan	<b>MICT</b>	Ministry of Information, Communication and Technology
<b>DME</b>	Directorate of Monitoring and Evaluation	<b>MIRCO</b>	Ministry of International Relations and Cooperation
<b>DMP</b>	Department of Macroeconomic Planning	<b>MIT</b>	Ministry of Industrialization and Trade
<b>DPSM</b>	Department of Public Service Management	<b>MME</b>	Ministry of Mines and Energy
<b>DRC</b>	Democratic Republic of Congo	<b>MoF</b>	Ministry of Finance
<b>DTH</b>	Direct-To-Home	<b>MoJ</b>	Ministry of Justice
<b>DTT</b>	Digital Terrestrial Television	<b>MSB</b>	Modified Single Buyer
<b>ECB</b>	Electricity Control Board	<b>MSME</b>	Micro Small to Medium Enterprises
<b>ECN</b>	Electoral Commission of Namibia	<b>MTEF</b>	Medium-Term Expenditure Framework
<b>EEZ</b>	Exclusive Economic Zone	<b>MURD</b>	Ministry of Urban and Rural Development
<b>EITI</b>	Extractive Industry Transparency Initiative	<b>MW</b>	Mega Watt
<b>ENWC</b>	Eastern National Water Carrier	<b>NACS</b>	National Anti-Corruption Strategy
<b>ESGF</b>	Environmental, Social & Governance Framework	<b>NAMSIP</b>	Namibia Agricultural Mechanisation and Seed Improvement Programme
<b>FDI</b>	Foreign Direct Investment	<b>NBC</b>	Namibia Broadcasting Corporation
<b>FY</b>	Financial Year	<b>NDP</b>	National Development Plan
<b>GBV</b>	Gender Based Violence	<b>NDP5</b>	5th National Development Plan
<b>GBVPU</b>	Gender Based Violence Protection Units	<b>NEEEB</b>	New Equitable Economic Empowerment Bill
<b>GDP</b>	Gross Domestic Product	<b>NGOs</b>	Non-Governmental Organisations
<b>GHC</b>	Green Hydrogen Commission	<b>NIDS</b>	Namibia Inter-Censal Demographic Survey
<b>GIPF</b>	Government Institutions Pension Fund	<b>NIPDB</b>	Namibia Investment Promotion and Development Board
<b>GNI</b>	Gross National Income	<b>NIRP</b>	National Integrated Resource Plan
<b>GRN</b>	Government of the Republic of Namibia	<b>NPC</b>	National Planning Commission
<b>HLPNE</b>	High Level Panel on the Namibian Economy	<b>NSA</b>	Namibia Statistic Agency
<b>HPA</b>	High Power Amplifiers [HPAs]	<b>NSFAF</b>	Namibia Students Financial Assistance Fund
<b>HPP</b>	Harambee Prosperity Plan	<b>OMAs</b>	Offices, Ministries and Agencies
<b>ICT</b>	Information Communication Technology	<b>OP</b>	Office of the President
<b>ID</b>	Identification Document	<b>OPM</b>	Office of the Prime Minister
<b>IECD</b>	Integrated Early Childhood Development Centres	<b>PMBOK</b>	Project Management Book of Knowledge
<b>IIAG</b>	Ibrahim Index on African Governance	<b>PMS</b>	Performance Management System
<b>INFF</b>	Integrated National Financing Framework	<b>POBs</b>	Public Office Bearers
<b>INPF</b>	Integrated National Performance Framework		
<b>IPPs</b>	Independent Power Producers		

# LIST OF ABBREVIATIONS

<b>PPP</b>	Public Private Partnership
<b>PSP</b>	Private Sector Participation
<b>REFT</b>	Renewable Energy Feed-in Tariffs
<b>RTA</b>	Real-time Assessment
<b>SADC</b>	Southern African Development Community
<b>SB</b>	Single Buyer
<b>SDGS</b>	Sustainable Development Goals
<b>SEP</b>	Sectoral Execution Plan
<b>TAL</b>	Tonnes per axle
<b>TIP</b>	Trafficking in Persons
<b>TVET</b>	Technical & Vocational Education & Training
<b>UN</b>	United Nations
<b>VAC</b>	Violence Against Children
<b>VfM</b>	Value-for-Money
<b>WASH</b>	Water Sanitation Hygiene

# FOREWORD



As we enter the second year of the fourth decade of our independence on 21 March 2021, which coincides with the implementation of the Harambee Prosperity Plan II (2021–2025), it is self-evident that the journey of Namibia is one of hope, resilience and progress. Notwithstanding the collective challenges we face, Namibia is today a different country from the one we inherited at independence. During the past 31 years, we have taken the necessary actions to transform our economy through the establishment of a robust, Effective Governance Architecture. These decisive actions have paid dividends. As a result, many positive signs have emerged to enable Namibians to look into the future with renewed hope and determination towards a new frontier of prosperity.

Namibia has transitioned from a poorly governed occupied territory to a stable and peaceful democracy where citizens are the ultimate sovereigns and exercise their rights through regular participation in free and fair multi-Party elections. Due to our continued emphasis on Effective Governance, and focus on pressing socio-economic development challenges such as poverty eradication, economic transformation, health, education and housing provision as well as employment creation, great strides have been made. As a nation, we have

endeavoured to redress the inequities of the past by spending a significant percentage of the national budget on the social sectors. Subsequently, poverty has drastically declined from over 70% in 1993 to 18% by 2016. The effective interventions of the Harambee Prosperity Plan, including the increase of the old age social grant by 100%, the rolling-out of Food Banks and drought relief programmes to all 14 regions have further contributed in the fight against hunger poverty. By spending 7 billion Namibian Dollars on a comprehensive social safety net framework, the Government sustains on average one million Namibians, annually. Moreover, indicators in governance, poverty and inequality, and infrastructure development demonstrate that the Namibian Government has progressively improved the quality of life of Namibians.

The progress and the results we have achieved are grounded in our planning and implementation efforts through successive National Development Plans, the SWAPO Party Programmes of Action and since 2016, the first Harambee Prosperity Plan. Building on the progress of the HPPI, the second Harambee Prosperity Plan will continue to solidify the narrative of an inclusive, prosperous and united Namibian House.

It deserves emphasis that under HPPI, progress was achieved against the backdrop of a very challenging domestic and global economic environment. As a small, open economy, Namibia was adversely affected by independent intervening variables, such as the global commodity crisis of 2014/5, currency fluctuations and recurrent droughts, recorded to be the worst in recent history and spurred by the Climate Change phenomenon. In response, the Government effected the steepest fiscal cuts since Independence with the objective of a more sustainable macroeconomic framework. To stimulate economic activity, the Government invested in strategic and enabling infrastructure projects, developed a coherent National Micro, Small and Medium Enterprises (MSME) Policy and Financing Strategy, as well as interventions to attract alternative sources of funding through Public Private Partnerships (PPP). Following

the good rains in 2019 and 2020, Namibia was better positioned for positive economic growth and recovery. Regrettably, the COVID-19 global pandemic hit our shores on 13 March 2021 and impacted our prospects for economic growth and our socio-economic architecture in unprecedented ways. Without doubt, the destruction of COVID-19 on our economy will take years to repair.

Whilst staying true to the mandate of prosperity through targeted impact, the Harambee Prosperity Plan II has been re-engineered to strengthen our Effective Governance Architecture in order to better respond to the new socio-economic challenges that have been occasioned by COVID-19. In that vein, to achieve the envisaged targets in the Harambee Prosperity Plan II, the National Development Plans, Vision 2030, and the global Sustainable Development Goals, we are committing to bold and innovative actions in order to harness the potential of all citizens for an inclusive, united and prosperous Namibian House. Our progress as a nation can only be achieved if we continue to invest in preserving and maintaining peace and unity, which form the foundations of inclusive and sustainable development. Therefore, as we work together to achieve the targets in the Harambee Prosperity Plan II, peace and stability must be promoted as a means of advancing Effective Governance and service delivery.

The Harambee Prosperity Plan II is a product of intensive countrywide consultations with diverse constituencies of our country. The Plan is informed by prioritised commitments from the 2019 SWAPO Party Manifesto; the 5th National Development Plan; recommendations from the High-Level Panel on the Namibian Economy (HLPNE); the African Union Agenda 2063: The Africa We Want; the United Nations Sustainable Goals; and importantly, contributions by citizens from the length and breadth of our country during the 2019 Town Hall Meetings. Through these participatory Town Halls which lasted on average 7 hours per meeting, the President and Cabinet Ministers listened to the inputs of citizens and provided feedback directly. Moreover, the Plan has benefited immensely from enriching consultations held between July 2020 and March 2021 with political parties, civil society, the business community and academia. This inclusive process makes the Harambee Prosperity Plan II a truly Namibian document, which should be owned by each and every citizen. Indeed, HPPII is the commitment of

the Namibian Government to deliver better results and to build a more resilient economy for the benefit of all citizens.

In HPPI, we had set forth bold and ambitious targets for ourselves. Yes, the mandate of Prosperity for All is without question a tall order. It is achievable. Prosperity for all is a noble endeavour, which we must pursue and one, which should guide all the actions of the Namibian Government. In Harambee Prosperity Plan II, we recommit to the same mandate, which is an important pledge we have made to the Namibian people.

The Harambee Prosperity Plan II will be executed in the context of the global COVID-19 pandemic and the resultant health, social and economic crises. In response to the pandemic, the Government executed a fine balancing act of managing the risk of the spread of the disease to safeguard Namibian lives, whilst mitigating the worst impacts on the economy. These measures included a prompt decision to restrict mobility, an unprecedented injection of resources into the health sector and a swiftly implemented stimulus package of 8.9 billion Namibian Dollars, including a cash transfer of 750 Namibian Dollars to over 769,000 eligible citizens. The wage subsidy and employee salary protection programme of the Social Security Commission benefitted 230 employers and 21,359 employees. These interventions have materially lightened the negative impacts of COVID-19 on Namibian lives, the public health sector and the economy.

In light of COVID-19 and other socio-economic challenges, the Harambee Prosperity Plan II presents an opportunity to build on the legacy of the past three-decades and guarantee a more secure future through resilient processes, systems and institutions. Now is the time to hold hands and build an economy that is inclusive and growth is shared. Together, we should continue with the work of building a society in which all Namibians pull together to fight against poverty, corruption, inequality, Gender-Based Violence and other social ills. We should continue the work of building a society in which citizens have the chance to pursue their dreams through equitable access to opportunities. This call is consistent with our motto of 'No Namibian Should Feel Left Out'.

The Harambee Prosperity Plan II is premised on Effective Governance as an enabler of socio-economic development. Through the HPPII roadmap, I am confident that Namibia will strengthen its Effective Governance Architecture through responsive processes and systems, and accountable institutions that deliver quality public services. On Economic Advancement, our economic recovery programme will generate new and diversified frontiers of growth and will optimise the stewardship of our natural resources and public assets, while pro-actively pursuing opportunities in the blue and green economies.

Sustained investments into the social sectors are predicated on our ability to rebuild the economy. However, a society that does not care for the vulnerable or invest in social progression will leave many behind. In light of our history of systemic exclusion as the hallmark of the apartheid regime, and our pledge to eradicate poverty, we will continue to make the necessary investments in improving our health and education systems, whilst strengthening our social protection mechanisms.

Sound infrastructure is a catalyst for industrialisation and economic growth. Therefore, in an environment where resources are scarce, sustainable public-private partnerships are essential to fully leverage and deliver key infrastructure projects to spur economic growth and to realize the goal of positioning Namibia as a logistics hub with attractive world-class facilities.

Our struggle for the liberation of Namibia was supported strongly by the international community. It is for this reason our policy on international relations and cooperation is anchored on Namibia as a product of international solidarity, midwifed by the United Nations. As a consequence, we will continue to be guided by the values of justice and solidarity, whilst reaffirming our commitment to multilateralism as the best guarantor for a healthier and safer planet. We plan to strengthen Inter-Ministerial coordination to enable our global diplomatic footprint of missions and embassies to play a pivotal role in economic diplomacy to attract investments and grow our exports as a means to grow the economy in order to create employment, thereby eradicating poverty. We cannot achieve the goal of a prosperous Namibia, if we do not deepen regional integration and Pan-African

solidarity. For this reason, our goals for a prosperous and inclusive Namibia will remain closely aligned with the plans of the Southern African Development Community (SADC) and Agenda 2063: The Africa We Want of the African Union.

Plans require diligent execution. Notwithstanding an execution rate of 74% for HPPI, valuable lessons have been learned in the process. One such key lesson is the need to establish a Performance Delivery Unit to improve execution, monitoring and evaluation, and reporting on all deliverables during HPPII. This will ensure that set goals and objectives are indeed met and that the reporting stays closely aligned to outcomes that impact in a tangible way on the lives of citizens.

To conclude, I recognize the urgency with which we have to deliver tangible improvements in the lives of all citizens. To realize this shared aspiration, I call on the commitment of all Namibians to work towards an inclusive, tolerant, resilient and prosperous society. A society where citizens are loyal to their country, and the Government is loyal and dedicated to serving their needs. As Namibians, let us hold hands to deliver on the commitments of the Harambee Prosperity Plan II (2021-2025) with utmost allegiance and enthusiasm.

**Dr. Hage G. Geingob**

**PRESIDENT OF THE REPUBLIC OF NAMIBIA**





## EXECUTIVE SUMMARY

The Harambee Prosperity Plan II (covering the period 2021-2025) builds on the solid foundation of the inaugural HPP 2016-2020. It continues to prioritise the implementation of targeted policy programmes in order to enhance service delivery, contribute to economic recovery and engender inclusive growth. HPPII aims to ensure Namibia is poised to respond to domestic socioeconomic challenges and global opportunities, during and after the COVID-19 pandemic.

The formulation of HPPII involved a process of extensive literature review, workshops with subject matter experts and countrywide stakeholder consultations including the 2019 Town Hall Meetings. These consultations, the HPP Final Report (2016-2020) and contemporary developmental issues informed the formulation of HPPII.

The HPPII remains a targeted Impact Plan, consisting of prioritised short to medium term goals and strategic actions to accelerate national development towards Vision 2030 and Prosperity for All.

### The HPPII retains the five (5) Pillars, namely:

**Pillar 1:** Effective Governance

**Pillar 2:** Economic Advancement

**Pillar 3:** Social Progression

**Pillar 4:** Infrastructure Development

**Pillar 5:** International Relations and Cooperation

The HPP Pillars remain firmly anchored on the construct of an inclusive Namibian House, built on the solid foundation of peace, stability and the rule of law.





## EFFECTIVE GOVERNANCE

Namibia's economic, social and environmental future rests on Government's ability to place people at the centre of decision-making and development. Effective governance, responsive institutions and an engaged citizenry are the bedrock of democracy and sustainable development.

This Pillar is geared towards entrenching governance measures that aim to improve accountability & transparency; strengthening the national anti-corruption mechanisms; improving performance & service delivery; enhancing citizen participation & engagement, and security & the rule of law. **The Pillar comprises of Five (5) Goals and Twenty-Two (22) Activities.**

Significant gains have been made to strengthen our Governance Architecture during HPPI as affirmed by regional and international indices including among others the Ibrahim Index on African Governance, Press Freedom Index, Corruption Perception Index and the Afrobarometer Survey. HPPI highlighted key priorities that centred on fighting corruption, improving procurement processes for increased transparency, enhancing public service performance and soliciting citizen feedback. While some activities have been achieved and completed, others were negatively affected by budgetary constraints due to subdued economic growth. Notable achievements include: the introduction of Performance Agreements for Public Office Bearers to enhance performance and accountability; rollout of online e-governance functions; implementation of the 2015 Public Procurement Act, and declaration of assets, interests and health status by President Hage G. Geingob and First Lady Monica Geingos. Moreover, Ministers and Deputy Ministers have also made their assets and interest declarations to the President and to the National Assembly.



## ECONOMIC ADVANCEMENT

Namibia is a small open economy, a situation that necessitates a targeted and deliberate approach to facilitate inclusive and sustainable levels of economic growth to redress inequality, alleviate poverty and unemployment. The country is endowed with a thriving democracy built upon strong systems, processes and institutions that enable a robust macro-economic framework and ecosystem. Coupled with a well-articulated developmental vision, this results in meaningful opportunities and platforms for a collaborative approach to harnessing the economic potential of the country. **The EAP comprises of Three (3) Goals and Sixteen (16) Activities** that aim to strengthen the stewardship of our natural resources, enhance the productivity of key sectors and develop complementary engines of growth and ultimately, new employment opportunities and macro-economic sustainability. The impressive portfolio of natural resources have attracted investments into a competitive and dynamic mining sector, which has long been the engine of growth and should continue alongside the ongoing economic diversification strategy.

Despite unprecedented economic headwinds and recurrent droughts experienced during HPPI, the Plan made meaningful strides in consolidating the fiscal position of Government. An enabling environment for small, micro and medium enterprises has been fostered with N\$128 million to capitalize the MSME Financing Strategy. To institute economic growth enablers, the Namibia Industrial Development Agency was created, and the Business and Intellectual Property Authority Act promulgated. These achievements amongst others were helpful. However, the broader economic environment remains constrained as a result of various independent intervening variables, including COVID-19, which necessitates resilience and innovation to achieve our development objectives.



## SOCIAL PROGRESSION

With a focus on improved quality of life for all Namibians and particularly the vulnerable members of society, the Social Progression Pillar is the cornerstone of HPP. This Pillar aims to alleviate poverty by arresting hunger poverty; delivering urban land, housing and sanitation; improving access to public healthcare; improving the quality of the public education system and arresting the scourge of gender-based violence and violence against children. **The Pillar comprises of (5) Five Goals and (19) Nineteen Activities.**

Namibia has made meaningful progress in fighting poverty, including income and wealth inequalities. Implementation of Social Progression programmes during HPPI reached a 90% target compliance, with nine out of ten desired outcomes achieved. Access to neo and post-natal care and capacity was improved significantly, while the TVET sector experienced exponential growth of over 99.8% intakes. No Namibian was reported to have died from hunger during the period (2016–2020), despite the country enduring the worst recurrent droughts in recent history. The robust drought relief programme and food bank initiatives in the peri-urban and rural areas of the country safeguarded the most vulnerable from starvation, while rural agricultural extension services helped secure household food security for a number of subsistence farmers.

To deliver on the promise of prosperity for all, the social progression outcomes demand a social compact and enduring partnerships between Government, development partners, business, academia and civil society including the youth.



## INFRASTRUCTURE DEVELOPMENT

Infrastructure Development is a catalyst for economic growth and social progression, contributing to employment creation, investment attraction, facilitating trade and global competitiveness.

HPPI delivered on significant goals including zero load shedding; increased electricity generation capacity by more than 50%; established the Cabinet Committee on Water Supply Security which secured uninterrupted water supply to consumers; completed the construction of the Neckartal dam; upgraded the national road network by 819 Km of bitumen standard; expanded gravel roads with an additional 373 Km and provided 100% broadband connectivity for public sector agencies. Under HPPII, **this Pillar comprises of Four (4) Goals and Ten (10) Activities.**




## INTERNATIONAL RELATIONS AND COOPERATION

Namibia operates under the policy of non-alignment as a “Friend to all and enemy to none”. Namibia maintains an international profile as a respected, cooperative and trusted member of the global community, by executing a foreign policy that advances the goals of peace and development. Under HPPI, the diplomatic profile of the country was enhanced, having been invited to serve on several continental and global panels, including the High-Level Panel on the Sustainable Ocean Economy and the Africa Renewable Energy Initiative (AREI).

More importantly, as Chairperson of SADC in 2018/2019, President Hage G. Geingob led the regional organization at a pivotal time in its history, ensuring among others, the first peaceful transfer of power in the Democratic Republic of Congo in January 2019.

The diplomatic footprint of the Government in line with HPPI was geared towards guaranteeing the national interest against independent intervening variables, of which some emanate from regional, continental and global environments. Through the implementation of the 2016 Policy on International Relations and Cooperation, the Government continues to spare no effort to maximize the benefits it derives from its diplomatic engagements aimed at advancing socio-economic development within the country. **This Pillar comprises of One (1) Goal and Six (6) Activities.**

HPPII activities will be implemented under more challenging conditions with COVID-19 threatening to reverse the gains made over the past five years. Bolder and disciplined execution of economic diplomacy will drive the implementation of this Pillar, so as to harness Namibia's foreign policy by doing more with less in favour of economic recovery and the development of the Namibian people.



**HPPII continues to prioritise the implementation of targeted policy programmes in order to enhance service delivery, contribute to economic recovery and engender inclusive growth. It aims to ensure the Namibia is poised to respond to domestic socioeconomic challenges and global opportunities, during and after the COVID-19 pandemic.”**



# PILLAR 1



# EFFECTIVE GOVERNANCE



# At a Glance

## Effective Governance

The Desired Outcome for this Pillar is to strengthen the Effective Governance architecture in Namibia. This Outcome will be achieved through Five (5) Goals and Twenty-Two (22) Activities.

### THE 5 GOALS

To Achieving Effective Governance



#### GOAL 1: Accountability & Transparency will be achieved through the following 5 activities:

1. Entrench a culture of structured and accurate reporting across all Public Entities (OMAs, RCs, LAs) and Public Enterprises (PEs), to foster public trust.
2. Adopt and enact key Policies and laws to provide a comprehensive legal framework and certainty, including those listed under appendices (Appendix 1: Effective Governance).
3. Encourage Private Sector to subscribe to the international Environmental, Social & Governance Framework (ESGF).
4. Improve Namibia’s ranking on the Ibrahim Index on African Governance (IIAG) from the current Rank No. 7, to a rank within the Top 5.
5. Retain Namibia’s position as the country with the freest press in Africa as measured by Reporters Without Borders.



**GOAL 2: Strengthening the National Anti-Corruption Mechanisms will be achieved through the following 4 activities:**

1. Develop and implement the Second National Anti-Corruption Strategy & Action Plan (2021–2025).
2. Enhance existing Whistle-Blower and Witness Protection legal and policy framework.
3. Strengthen institutional capacity of public procurement agencies (expertise and increased oversight).
4. Improve Namibia's ranking on the Corruption Perception Index as measured by Transparency International.

**GOAL 3: Improved Performance & Service Delivery will be achieved through the following 6 activities:**

1. Improve the focus of Performance Agreements and Assessment, to enhance the efficacy of the PMS.
2. Drive performance of Public Office Bearers (POBs) and Senior Government Officials towards achieving a minimum of 80% of the Desired Outcomes as stipulated in the PAs.
3. Implement measures to improve innovation and enhance productivity in the Public Service.
4. Assess the national status of decentralisation, develop and implement a Decentralisation Implementation Plan (DIP).
5. Accelerate the roll-out of key e-governance services at national and regional levels, including functional e-procurement, e-learning, e-health, e-business, social protection and civil registration & identification systems.
6. Encourage the business sector to develop sector-based minimum standards to improve the quality of customer service, measure and publish the Customer Satisfaction Survey Report every second year.

**GOAL 4: Enhanced Citizen Participation & Engagement will be achieved through the following 4 activities:**

1. Institutionalise Civic Townhall Meetings & convene meetings in all fourteen (14) regions every second year.
2. Institutionalise a structured Public-Private Dialogue Mechanism.
3. Develop a Citizen Satisfaction Survey (CSS) Tool, conduct Citizen Satisfaction Surveys once during the HPPII period, and implement Remedial Action Plans based on Survey outcomes.
4. Provide feedback and avail country Review Reports by multilateral organisations through public platforms and Ministerial websites.

**GOAL 5: Enhancing Security & Rule of Law will be achieved through the following 3 Activities:**

1. Strengthen law enforcement nationally.
2. Enhance border patrols and security at all points of entry.
3. Formulate and implement a coherent modernisation plan for hardware.



## Introduction

Effective Governance is a critical component for socio-economic development and social cohesion. It requires robust, accountable and transparent institutions; delivering quality services; protecting people's freedoms and effectively combatting corruption to build an inclusive society.

The Government's commitment to Effective Governance is embedded within the Namibian Constitution, Vision 2030, the National Development Plans (NDPs), and commitments in the Governing Party's electoral promise and other policy documents. Significant progress has been made during the HPPI period, demonstrated through the adoption of tailored national policies and peer-rankings on regional and international indices such as the Ibrahim Index of African Governance (IIAG), the Press

Freedom Index, the Corruption Perception Index, the 2020 Trace Bribery Risk Matrix and several other indicators. This commitment is further reflected through Namibia's ratification of regional and international instruments, such as the UN Agenda 2030 (Sustainable Development Goals), AU Agenda 2063 and their attendant Conventions and Charters.

Government is conscious that more should be done and remains committed to implementing and unleashing the full potential of our national policies and development programmes to achieve the desired outcome of an effective governance architecture, that translates into improved livelihoods for all Namibians.

## Situation Analysis

Namibia remains committed to sound governance architecture, grounded on a constitutional democracy comprising of a multiparty electoral system, regular elections every five years, two Presidential term limits of five years each, three organs of State with clear separation of powers, a three-tier representative Government and constitutionally entrenched media freedoms. This governance system is intact and will be solidified during HPPII through improved and fair processes, working systems and accountable institutions. This Governance architecture is deemed to be the most critical success factor to propelling economic recovery, growth and shared prosperity towards Vision 2030.

Namibia ranks well in Africa on various key governance indicators, as illustrated by regional and international rankings and scores. In line with Government's commitment to continuous improvement, Namibia's governance practices are measured and evaluated against substantive indicators by recognized international and regional indexes, which substantively informs the necessary interventions to be pursued by Government.

The Governing Party's decision to promote 50/50 zebra style gender representation across all structures of the Party contributed to the improved score in Political Representation of Women, in Parliament. Following the 2019 Presidential and National Assembly elections, President Geingob took a policy decision to further improve representation of women in the Executive branch. Namibia consequently scored 65.1 in the gender parity dimension, in the 2020 IIAG Report (based on 2019 assessment). Improving women's participation at all levels of Government will therefore remain a critical component of HPPII.

The IIAG looks at governance at a broad level, highlighting its importance across the areas of democratic and political governance and human/social development. Namibia scored 65.1 on the 2020 IIAG Index – a decrease of 3.5 points on the overall score in 2018, but with a notable improvement of 12.8 points on the Foundations for Economic Opportunity (62.7), Human Development (60.9), Safety & Rule of Law (69.6) and Participation & Human Rights (67.0) dimensions. The country also progressed in the social safety net (60.7) and protection of personal liberties (73.0). Despite improved scoring in

some dimensions, the country's overall ranking declined from Rank No. 5 to Rank No. 7 on the continent.

Maintaining public trust in the Government to deliver on its electoral mandate is of primary importance. To achieve greater levels of public confidence, Government has put in place various measures to support Government's zero-tolerance against corruption, provision of quality service delivery at all levels, responsive institutions, accountability and transparency, and the participation of all – so as to ensure that no Namibian feels left out.



**Namibia's economic, social and environmental future rests on Government's ability to place people at the centre of decision-making and development.**

## Bridging the Gap

Accountability & Transparency, and Improved Performance & Service Delivery were identified as the strategic focus areas in HPPI. In this regard, Thirty-Four (34) activities were set, which centred on issues such as tackling corruption, improving procurement measures, enhancing public service performance and soliciting citizen feedback.

A review of HPP Final Report (2016–2020) revealed that while some activities were achieved and completed, six (6) could not be commenced due to budgetary constraints. From the 28 implemented activities, twenty-three (23) were achieved. Most of the planned activities will be carried over to HPPII, to sustainably embed these outcomes into the public sector Performance Management System.

While these successes have improved Namibia's governance framework, continuous improvement is required in the areas of citizen engagement and introduction of the Performance Management System at sub-national levels.

The prolonged global economic downturn and the onset of COVID-19 pandemic have re-affirmed the need for inclusive, agile and smart governance frameworks that are responsive to the need for efficient public service delivery. Namibia strives to position herself strategically to leverage opportunities presented by the Fourth Industrial Revolution (4IR), by fostering agile governance principles and data-driven policymaking.

During HPPII, the Effective Governance Pillar prioritises 5 goals and 23 activities. It is vital that these goals and activities focus not only on Government systems but also to enhance collaboration between stakeholders including the private sector, development partners and the citizenry. The 5 goals for this Pillar are Accountability & Transparency; Strengthening the National Anti-Corruption Mechanisms; Improved Performance & Service Delivery; Enhancing Citizen Participation & Engagement and Enhancing Security & Rule of Law.



## GOAL 1: ACCOUNTABILITY & TRANSPARENCY

### Situation Analysis

Notable achievements under this goal included the public disclosure of Performance Agreements of Public Office Bearers; the rollout of e-governance functions; implementation of the 2015 Public Procurement Act; and declaration of assets and health status by His Excellency the President and First Lady and assets & interests by Ministers and Deputy Ministers.

Press freedom has firm hold in Namibia and is protected by the Constitution. The media has free access to the judicial system for recourse should access to information

be denied or their freedoms attacked. Transparency is further strengthened through the Open-Door Media policy of the Presidency. Namibia is ranked 1<sup>st</sup> in Africa and 23<sup>rd</sup> globally on the Press Freedom Index and Government remains committed to championing and upholding media freedoms during HPPII. In this regard, the enactment of the Access to Information law amongst others, will be an important component in ensuring accountability and transparency in the governance system. Notwithstanding the absence of access to information law, Namibia is rated as having “real freedom” by Reporters Without Borders, 2020.

## ACTIVITIES

### This Goal for Accountability & Transparency will be achieved through the following 5 Activities:

**Activity 1: Entrench a culture of structured and accurate reporting across all Public Entities (OMAs, RCs, LAs) and Public Enterprises (PEs), to foster public trust:**

- a. Revision & standardization of the form for Disclosure of Assets & Interests by POBs & senior Government officials for annual declaration;
- b. 100% updated OMAs and PEs websites;
- c. Tabling of OMA and PE audited Financial Reports in the National Assembly and disseminate to the public.

**Activity 2: Adoption and enactment of key policies and legislation to provide comprehensive framework and certainty, including the following:**

- a. Access to Information Bill;
- b. Land Reform Bill;

- c. Namibia Equitable Economic Empowerment Bill;
- d. Namibia Investment Promotion Bill;
- e. National Informal Economy & Entrepreneurship Policy and attendant Bill;
- f. Cyber Crime Bill;
- g. Data Protection Bill.

**Activity 3: Private Sector to subscribe to international Environmental, Social and Governance Framework (ESGF).**

**Activity 4: Improve the country’s ranking on the Ibrahim Index on African Governance (IIAG) from the current Rank No. 7, to a rank within 5.**

**Activity 5: Retain position as the country with the freest press in Africa as measured by Reporters Without Borders.**



## GOAL 2:

### STRENGTHENING THE NATIONAL ANTI-CORRUPTION MECHANISMS

#### Situation Analysis

The Government position with respect to corruption has been clearly demonstrated during HPPI with enactment of enabling laws and regulations, to increase transparency in the public sector procurement system, the cancellation of a number of tenders alleged to have been awarded unprocedurally and the public declaration of assets and interests by the Head of State and the First Lady. It was also during this period, that Government adopted the first National Anti-Corruption Strategy and Action Plan. The NACS Strategy contained important elements aimed at strengthening the national anti-corruption response and includes the following:

1. Increasing the transparency of political party financing and amending the law to enable this;
2. Increasing institutional transparency by increasing availability of public data made available by public authorities;
3. Addressing public institutions' specific vulnerabilities by systematic implementation of preventative measures;
4. Enhancing the integrity and transparency of public enterprises;
5. Supporting the reform of the public procurement system;
6. Ensuring decentralisation with accountability;
7. Ensuring financial and asset disclosure for public officials.

The implementation of the first NACS came to an end in the 2019/2020 financial year where a performance evaluation was conducted and work commenced to develop the second national strategy. The development and speedy approval of the second National Anti-corruption Strategy and Action Plan will be a key priority during HPPII.

Declaration of assets and interests by public office bearers is vital for accountability and transparency and it is commendable that the President and the First Lady led this activity, followed by Public Office Bearers and Management Cadre. At the same time, Members of Parliament (MPs) submitted their asset income declarations to the Speaker of the National Assembly and the Chairperson of the National Council, respectively, while Accounting Officers declared their assets and income to the Secretary to Cabinet.

For greater transparency, the continued annual declaration of assets and interests is a good practice and should be entrenched. A key lesson from HPPI is the need to modify the existing form, in order to ensure comprehensive declarations. This will assist in improving the broader anti-corruption system and complement measures to improve transparency.

OMAs and PEs are to adhere fully to the Procurement Act to ensure an efficient procurement process during HPPII. Key issues facing the procurement system and remedial actions have been highlighted in the Report of the High-Level Panel on the Namibian Economy. The Panel recommended the improvement of the procurement system in order to enhance accountability, transparency and sound economic governance. In this regard, remedial measures will be implemented during HPPII.

The adoption and implementation of the National Anti-Corruption Strategy and Action Plan (NACS) 2016 – 2019 and other measures introduced by Government has assisted in improving performance in the fight against corruption. For this reason, Namibia performs well on governance indicators and is ranked 6th in Africa on the Transparency International's Corruption Perception Index in 2020.

## ACTIVITIES

The Goal to Strengthen the National Anti-Corruption Mechanism will be achieved through the following 5 Activities:

**Activity 1: Develop and implement the Second National Anti-Corruption Strategy & Action Plan (2021–2025) with targeted focus on:**

- a. Strengthening institutional capacity at the Prosecutor General’s Office, NamPol and the Anti-Corruption Commission.
- b. Increasing the level of political accountability through compliance with The Electoral Act, 2014.
- c. Subscribing to the Extractive Industries Transparency Initiative (EITI) and/or review applicable laws governing the extractive industries including Fisheries and Forestry to improve transparency and deepen public trust.

**Activity 2: Enhance existing Whistle-Blower, Witness Protection legal framework.**

- a. Identify designated states and enter into agreements regarding Whistle-Blower and Witness Protection during HPPII period.

- b. Enter into agreements with relevant institutions for

provision of services to facilitate whistle blower and witness protection during HPPII period.

- c. Progressively operationalise the Whistle-Blower Protection Act, 2017 and the Witness Protection Act, 2017 during the HPPII period.

**Activity 3: Strengthen institutional capacity of public procurement agencies:**

- a. Optimize implementation of the Public Procurement Act (simplify procedures & issue Regulations);
- b. Develop guidelines and criteria for emergency procurement and eligibility for exemptions.
- c. Institute Public Procurement Performance assessment mechanism & publish annually a consolidated performance Report (all Public Entities).

**Activity 5: Improve ranking on the Corruption Perception Index from current position of 6 in Africa as measured by Transparency International.**



### GOAL 3:

### IMPROVED PERFORMANCE & SERVICE DELIVERY

#### Situation Analysis

The Executive and Management Cadre have embraced the Performance Management System (PMS) which was strengthened during HPPI. Ministers sign Performance Agreements with the Head of State each Financial Year (FY). Equally, Executive Directors sign performance agreements with the Secretary to Cabinet. Progress on the implementation of annual Sectoral Plans is evaluated on a quarterly basis by the Prime Minister,

including HPP targets. The Ministerial Quarterly Evaluation Reports are submitted to the President. Embedding a high-performance culture will be critical during HPPII, particularly strengthening and extending the PMS to Regional Councils and Local Authorities. The publication of Ministerial Performance Agreements has been an important success under HPPI, whereby Minister’s Agreements have been available on the website [www.opm.gov.na](http://www.opm.gov.na)

The first fully-fledged Citizen Satisfaction Survey (CSS) in Government was carried out in 2017 to measure turnaround times and the quality of public services. The result of the inaugural survey was a 54 percent satisfaction rating. In line with Government's commitment to continuous improvement, the CSS will be re-introduced during HPPII. Outcomes of the survey will be integrated into performance assessment metrics and used to ensure improvements in service delivery. Public Relations Officers and/or Liaison Officers in OMAs and Regional Councils will serve as dedicated focal points for public complaints and enquiries.

A key HPPI target was to improve financial management in OMAs, as a critical component to enhancing transparency. While quarterly management reports were successfully introduced, the HPPI Final Report noted that Quarterly Management Accounts have not been widely

adopted and should be embedded in the Sectoral Plans. Good progress has been made concerning the rollout of e-governance services, such as e-justice, investment facilitation, Namibia Students Financial Assistance Fund (NSFAF) online application, e-birth, e-death, e-visa services and ITAS, which are all operational.

The successful implementation of the e-governance services will enhance service delivery, bringing Government closer to the people. The need for digital inclusion has become pronounced during the COVID-19 pandemic, particularly with regards to extending internet access to more Namibians and equipping schools and learners/students with devices for e-learning. Affordability of data, and network access in remote areas persist, and will be a crucial focus during HPPII.

## ACTIVITIES

This Goal to Improve Performance & Service Delivery will be achieved through the following 4 Activities:

### **Activity 1: Implement measures to improve innovation and to enhance productivity in the Public Service.**

- a. Set key Goals and Performance indicators with high impact and a multiplier effect on livelihoods and service delivery
- b. Improve the focus of Performance Agreements and Assessments to enhance the efficacy of the PMS.
- c. Implement non-monetary innovation performance rewards / recognition.
- d. Strengthen the institutional capacity to rollout PMS at Regional Councils and Local Authorities.
- e. Hold One-on-One performance feedback sessions with POBs once a year.

### **Activity 2: Assess the national status of decentralisation, develop and implement a Decentralisation Implementation Plan (DIP).**

### **Activity 3: Accelerate the roll-out of key e-governance services at national and sub-national levels, including functional e-procurement, e-learning, e-health, e-business, social protection, civil registration and identification systems.**

### **Activity 4: Encourage the business sector to develop sector-based minimum standards to improve the quality of customer service, measure and publish the results of a Customer Satisfaction Survey Report every second year.**



## GOAL 4:

### ENHANCE CITIZEN PARTICIPATION & ENGAGEMENT

#### Situation Analysis

Consistent with the commitment of President Geingob to inclusive approach and the three (3) tiered structure of representative Government, this Goal has been added as a strategic focus area to institutionalise structured engagement and participation platforms with the citizenry.

In 2015 and 2019, the President undertook extensive Townhall Meetings and numerous sectoral consultations to obtain inputs and suggestions from stakeholders and to provide feedback on key issues of concern. During that period more than 30 Townhall meetings were conducted over a total of 194 hours of dialogue, an average of 7 hours per meeting, and over 27,676Km travelled by road and air.

These consultations were central in informing policy formulation, including the HPPI. The HPPII will build on the successes of this consultative and inclusive approach.

During countrywide consultations to inform this Pillar, the role of technology to enhance citizen engagement and participation was underscored. The advent of Information and Communication Technology requires Government to harness the full potential of new technologies by deploying alternative methods of engagement to foster more responsive and collaborative participation. E-governance is one such tool to bring Government closer to the People.

## ACTIVITIES

The Goal of Enhancing Citizen Participation & Engagement will be achieved through the following 4 Activities:

**Activity 1: Institutionalise Civic Townhall Meetings & convene meetings in all fourteen (14) regions every second year.**

**Activity 2: Institutionalize a structured Public-Private Dialogue Mechanism.**

**Activity 3: Develop a Citizen Satisfaction Survey (CSS) Tool and conduct a satisfaction survey once during the HPPII period, and accelerate implementation of Remedial Action Plans based on survey outcomes.**

**Activity 4: Provide feedback and avail country Review Reports by multilateral organisations through public platforms and Ministerial websites.**



**The advent of Information and Communication Technology requires Government to harness the full potential of new technologies by deploying alternative methods of engagement to foster more responsive and collaborative participation. "**





## GOAL 5: ENHANCING SECURITY & RULE OF LAW

### Situation Analysis

The Namibian House is built on the solid foundation of peace and stability. Security and the Rule of Law are indispensable in creating the necessary conditions for development, poverty eradication, investment and regional integration. In this regard, the Government remains committed to strengthening safety and security through law enforcement agencies. The maintenance of the rule of law is a critical success factor in the implementation of HPPII and the NDPs.

Trans-national criminal networks are increasingly engaged in money laundering, drug trafficking, trafficking in persons, arms smuggling and illegal exploitation of natural resources posing a threat to national security. In light of these challenges, law enforcement agencies are required to effectively monitor all points of entry, including the Exclusive Economic Zone (EEZ) to maintain law and order and uphold territorial sovereignty.

## ACTIVITIES

The Goal of Enhancing Security and Rule of Law will be achieved through the following 3 Activities:

#### Activity 1: Strengthen law enforcement nationally.

- a. Provide required resources
- b. Support law enforcement activities
- c. Participate in anti poaching activities

#### Activity 2: Enhance border patrols and security at all points of entry.

- a. Intensify border patrols
- b. Participate in border verification, affirmation and demarcation activities.
- c. Provide security at entry points.

#### Activity 3: Formulate and implement a coherent development and modernisation plan.

- a. Intensify the conduct of specialised training.
- b. Develop infrastructure
- c. Repair and maintain equipment



**Security and the Rule of Law are indispensable in creating the necessary conditions for development, poverty eradication, investment and regional integration.”**

# PILLAR 2





# ECONOMIC ADVANCEMENT



# At a Glance

## Economic Advancement

Economic Advancement will be achieved through Three (3) Goals and Sixteen (16) Activities, which will be executed to strike a balance between pursuing inclusive socio-economic growth and the requisite economic transformation to achieve the industrialisation goals enshrined in Vision 2030. As part of the HPPII economic recovery effort, GRN will commit to invest N\$400 million through the project preparation fund and other mechanisms, to unlock projects with a commercial value in excess of N\$27.7 billion with the potential to unlock over 42,000 jobs. This will be achieved by leveraging private sector capital and knowhow, through a mixture of public private partnerships and other procurement methods.

### THE 3 GOALS

To Achieving Economic Advancement.



#### GOAL 1: Optimizing Stewardship of Natural Resources will be achieved through the following 5 activities:

1. Establish a Sovereign Wealth Fund.
2. Support Public Enterprises reform.
3. Review the existing regime for the allocation of fishing rights, quotas and mineral licenses.
4. Avail sufficient quantities of water for mining industry.
5. Update a complete and accurate fixed public asset register.

#### GOAL 2: Enhancing Productivity of Priority Economic Sectors will be achieved through the following 5 activities:

1. Identify and prioritize investment into projects with high employment creation opportunities.
2. Augment Namibia's business rescue legislative frameworks, to limit economic scarring.
3. Unlock the economic potential of the Agricultural sector.
4. Review policies and legislation to unlock the economic potential of communal land.
5. Develop a portfolio of Public-Private Partnerships (PPPs) as a mechanism for the delivery of public goods and services.

**GOAL 3: Developing Complementary Engines of Growth will be achieved through the following 6 activities:**

1. Develop an implementation plan to attract private sector investment into the Green and Blue Economy.
2. Investigate the feasibility of Green Hydrogen and Ammonia as a transformative strategic industry.
3. Design and offer competitive investment incentives to facilitate local and foreign direct investment attraction and retention.
4. Establish a holistic National MSME Fund to support a coordinated enterprise development value chain.
5. Lower Namibia's cost of capital by executing the Integrated National Financing Framework (INFF) roadmap.
6. Leverage Housing as a key catalyst to engender economic activity.

**INTRODUCTION**

Namibia registered positive economic growth every year since Independence, with the sole exception of 1993. In terms of GDP per capita, the first decade (1990-2000) recorded a moderately positive rate of growth (1.4% CAGR), but between 2000-2015, Namibia embarked upon a rapid growth acceleration, outperforming many regional peers, with an average annualized rate of growth per capita of 3.1%. During this period, the rate of poverty halved and Namibia narrowed the income gap with South Africa, from 36% in 2000 to 20% in 2015. Household consumption per capita mirrored the growth acceleration and expanded at a similar pace as GDP per capita.

Namibia has made rapid and impressive strides in gaining global market share for key minerals. Foreign direct investment (FDI) more than tripled between 2005-2014. The year 2014 was the last year of the commodity boom and FDI peaked at 10% of GDP, heavily concentrated in a few prominent primary sectors: extraction, electricity and manufacturing. As the commodity super-cycle came to an end, limiting the fiscal space, Namibia experienced a trend reversal. After a few years' of recurrent droughts and recessionary conditions, COVID-19 and its accompanying destruction of global and local demand, as well as disruptions in the supply chains exacerbated the situation. While

the space for consumer and Government spending is limited, Namibia remains endowed with unique and attractive investment opportunities, good infrastructure, rule of law and a stable democratic foundation. In addition, Government is in possession of world class assets, which will be curated to attract meaningful investments.

Given this challenging backdrop, the Economic Advancement Pillar has been redesigned to focus on three (3) Goals, with a focus on maximizing Namibia's investment potential, as a catalyst for fostering a rapid and sustainable growth trajectory. The Pillar will apply a deliberate bias towards marshalling resources beyond the limited balance sheet of Government as it looks to match optimally priced capital to the investment opportunities, with a view to promote inclusive growth and job creation. In so doing, there is resolute commitment from the Government to provide the requisite enabling environment and where necessary, partner with the private sector to unlock opportunities. This focus is adopted with an acknowledgement that Government has many competing priorities which must be championed by OMAs, including the containment of operational expenditure relative to developmental expenditure, to secure fiscal sustainability.

<sup>2</sup>Peers defined here include: South Africa, Swaziland, Botswana, and Lesotho.

<sup>3</sup>The availability of budgetary room that allows Government to provide resources for a desired purpose without any prejudice to the sustainability of a Government's financial position. (Peter Heller (2005))

## BRIDGING THE GAP

Five of the twelve desired outcomes from HPPI were attained. Access to SME finance was improved from 22 percent to 50 percent as targeted, 121 rural youth enterprises were created nationwide and 10 targeted industry growth programmes were launched by November 2016. Under HPPI, the Small and Medium Enterprises (SME) sector received a policy boost when the SME Financing Strategy was developed and approved in Cabinet, resulting in the formation of four vehicles through which SMEs would receive tailored assistance. The four (4) interventions included the Credit Guarantee Scheme, the Mentoring and Coaching Programme, Skills

Based Lending Facility and the Venture Capital Fund. The optimal implementation of the SME Financing Strategy is critical to combatting unemployment. HPPII will continue to prioritize this sector and other key interventions from HPPI. Key outcomes that proved to be out of reach included maintaining a debt to GDP ratio of less than the self-imposed 35% ceiling and maintaining an investment grade credit rating. The nature and severity of the challenge the Nation now faces necessitates a commensurately bolder and focused approach to the prioritization of opportunities, in order to achieve asymmetrically larger desired outcomes.



### GOAL 1:

## OPTIMIZING THE STEWARDSHIP OF NATURAL RESOURCES AND PUBLIC ASSETS

### Situation Analysis

At the 2019 Economic Growth Summit, significant issues were raised by investors relating to a lack of clarity and transparency in the rights allocation process as well as significant administrative delays in the licensing process. As Namibia seeks to pursue a sustainable economic growth trajectory, it first needs to optimize the stewardship of its natural resources by assessing the current policy and legislative framework of concessions

and licensing, and is high on the agenda of Government. Complementary mechanisms that could enable further discoveries, competitive investment attraction, and optimal production paths are under consideration. A tax reform agenda focusing on mechanisms that govern concessions on natural resources in order to enhance transparency, promote competition will be prioritized.

## ACTIVITIES

The Goal of Optimizing the Stewardship of Natural Resources and Public Assets will be achieved through the following 5 activities:

**Activity 1:** Following the approval of the establishment of the Sovereign Wealth Fund during HPPI, Government will now develop the implementation modalities for the Fund and seed the Fund within the HPPII period. This will include asset sales or royalties collected from the sale of natural and mineral resources. This activity is in line with recommendation 3.2.4 from the Final Report

with Recommendations from the High-Level Panel on the Namibian Economy (HLPNE). The initial framework is due in the **second quarter of the 2021/22 financial year** and some of the proceeds from the planned asset sales, amongst other unique sources of funding, will be considered as potential seed capital **throughout the HPPII period.**

**Activity 2: Support Public Enterprises Reform**

According to Schedule 1 of the Public Enterprises Governance Amendment Act, by 2018, Namibia had 81 public enterprises. To engender the requisite growth-friendly fiscal adjustments, there is a need to optimize the management of public enterprises. The Ministry of Public Enterprises will implement a strategy aimed at optimizing the governance of these entities and their returns on capital. Given Government's limited fiscal space, the strategy will also include specific emphasis on leveraging their potential to attract foreign investment and skills into the country. The listing of MTC in the **fourth quarter of the 2021/22 financial year** is a case in point. Government will aim to raise at least N\$3 billion from the MTC listing. The policy and attendant strategy are expected to be completed during the **second quarter of the 2021/22 financial year**.

**Activity 3: Review the existing regime for the allocation of fishing rights, quotas and mineral licenses**

During HPPI, the Government placed a moratorium on various mineral rights, with a view to replace the existing applications regime with a transparent bidding process which would strengthen the national anti-corruption mechanisms and capacity. The introduction of a transparent bidding process for allocation of fishing rights and quotas, and mineral licencing will require amendment of the Marine Resources Act, the Minerals (Prospecting and Mining) Act after extensive national consultations, and possibly the Public Procurement Act. The process is expected to be concluded in the **fourth quarter of the 2021/22 financial year**.

**Activity 4: Avail sufficient quantities of water for mining industry.**

The Erongo Region holds great potential for the expansion of productive economic activity as it pertains to water-intensive industries and remains a critical engine of growth. A binding constraint is the lack of a viable solution to increase the quantity of affordable water to the industrial and mining sector based in the outskirts

of Swakopmund and Walvis Bay. The Government will complete an initial feasibility study on a greenfield desalination plant in the **fourth quarter of the 2021/22 financial year**. Commensurately, Government will also explore the potential of meeting part of the water needs through a possible public private partnership (PPP) with the operators of the existing desalination plant in the Erongo region. Feedback on this approach is expected in the **first quarter of the 2021/22 financial year**.

**Activity 5: Update a complete and accurate fixed public asset register.**

The Government is endowed with a portfolio of assets scattered across the regions. In order to definitively assess the condition of its fiscal position and exercise due stewardship over its resources, it is imperative to compile a complete, accurate and readily available record of current and fixed assets under its possession. Such a record will provide lenders with a better view of Namibia's creditworthiness and will result in more informed pricing of the debt offered to Government. An up-to-date register will contribute to the provision of current and informed options on how best to utilize said assets to engender the socio-economic advancement espoused under this pillar. The first register will be presented to Cabinet in the **third quarter of the 2022/23 financial year**.



**As part of the HPPII economic recovery effort, GRN will commit to invest N\$400 million through the project preparation fund and other mechanisms, to unlock projects with a commercial value in excess of N\$27.7 billion with the potential to unlock over 42,000 jobs. This will be achieved by leveraging private sector capital and knowhow, through a mixture of public private partnerships and other procurement methods."**



## GOAL 2: ENHANCING PRODUCTIVITY OF PRIORITY ECONOMIC SECTORS

### Situation Analysis

Employment creation and labour productivity will be a key priority during HPPII, given the extent of economic disruption experienced due to COVID-19, amongst others. The conventional macro-economic approach that emphasizes the importance of GDP growth as a prerequisite for employment creation, will not necessarily lead to optimal outcomes for the pursuit of an inclusive society. Namibia's economic structure is a good case in point where high GDP growth does not necessarily translate into low unemployment levels. Mining and quarrying represent 10% of GDP and 56% of exports, but only 2% of employment. At the other extreme, agriculture, forestry and fishing represent 7% of GDP and approximately 30% of employment. Within that context, it is not surprising that the few opportunities that Namibians have to access gainful employment are either in Government or in the non-tradable sector, closely linked to the evolution of public expenditure.

Agriculture, tourism, and wholesale & retail collectively employ 47% of total wage earners in the economy. However, the average wage in these sectors is 44% lower than the mean for the overall economy. The latter can be explained by the fact that over half of the employees in the aggregate of agriculture, tourism, wholesale & retail are in the informal economy, where both productivity and wages are significantly lower. Within the formal economy, the average wage in these sectors is roughly 30%-40% lower than the average private-sector wage in the economy. The aforementioned gap suggests that there may still be room for initiatives to enhance productivity beyond formalization. Such initiatives will include engaging in sector-specific strategies such as those geared towards improving yields in agriculture, or cross-cutting initiatives such as those that enable the scaling up of small businesses with high potential.

## ACTIVITIES

The Goal of Enhancing Productivity of Priority Economic Sectors will be achieved through the following 5 Activities:

### **Activity 1: Identify and prioritize investment into projects with high employment creation opportunities.**

Namibia's unemployment challenges are nuanced and remain a key driver of the systemic inequality challenge. The National Labour Force Survey of 2018 indicated that workers in small highly productive sectors (less than 2% of the workforce) such as mining and financial services earn wages that are over 400% higher than workers in the sector with the most labour absorption capacity (agriculture), which employs close to 30% of the country's wage earners. A high prevalence of low wages, low labour market participation rates and high unemployment are all symptoms of a lack of opportunities in the job market,

hampering the aspirations of Namibian citizens and prospects of inclusive growth and shared prosperity.

More well-paying formal sector jobs will help to reduce the observed income and inequality gap, reduce the level of unemployment, and incentivize labour participation. Additionally, a productive and inclusive private sector will reduce pressures on the public wage bill and release scarce financial resources that can be leveraged to effectively pursue other strategic social objectives. In recognition of the complexity of the labour dynamics in Namibia, this activity supports productive employment creation, as a key objective in the activities related to the economic recovery. The following items will be championed in HPPII:



**The following items will be championed in HPPII:**

- a. Government policies, strategic plans, programmes and ministerial budgets should include an Employment Impact Assessment (EIS). When complemented with employment centred budgeting, a meaningful impact on job creation can be achieved. In recognition that EIS is an important component of decision-making relating to economic development, HPPII will monitor, evaluate and report on the number of jobs created from prioritised projects throughout the Plan.
- b. The Public Procurement System gives preference to locally produced goods, including uniforms, building materials and to labour-intensive work, where possible. For key activities under the Economic Advancement Pillar, adherence to the related directives will be monitored and reported upon throughout the Plan.
- c. The 4th Industrial Revolution (4IR) has the potential to usher in a new set of disruptive and transformative opportunities for countries. If not analysed and studied appropriately, it has the ability to widen the inequality chasm and can materially diminish the ability of Namibians to grab the opportunities presented by the 4IR. In recognition of the significance of this inflection point, a national 4IR country assessment will be commissioned to ascertain Namibia's digital labour profile, reskilling requirements and the impact of Artificial Intelligence on labour force dynamics and Future of Work by the **fourth quarter of the 2021/22 financial year.**

**Activity 2: Augment Namibia's business rescue legislative frameworks, to limit economic scarring.**

Namibia has been in economic distress since 2016, the COVID-19 pandemic has amplified an already difficult operating environment, which resulted in an expected economic contraction of 7.8% for 2020. Sectors such as aviation, tourism and hotel & accommodation were amongst those most severely affected. This deceleration has resulted in significant financial distress for business entities of all shapes and sizes. While some signs have already manifested through the liquidations of various

entities, both private and public, it is expected that there will be more to come.

Namibia's legislation and regulations as they pertain to businesses in financial distress can play a vital role to reduce the economic scarring expected during these hard times. In looking to support a thriving entrepreneurial culture, a forward-looking and positive legislative and regulatory framework, is necessary.

A review of global legislative frameworks that deal with financially distressed entities, indicates a need for reform towards a more accommodating domestic framework. A good example of such legislation is the Chapter 11 of the United States Bankruptcy Code. When compared to Namibia's Chapter 14 on Winding-Up of Companies in the Namibian Companies Act and other legislations, the domestic legislative framework provides maximum protection to creditors, with minimal consideration provided for the survival of the business itself. The Insolvency Act 24 of 1936 in South Africa was also amended in 2005 to incorporate similar provisions providing flexibility and alternatives for businesses in financial distress to liquidation.

In anticipation of the risk of widespread liquidations in our economy, an urgent Business Rescue Task Force (BRTF), comprised of public and private sector players, will be established in the **first quarter of the 2021/22 financial year**, to review Namibia's insolvency laws, with a view to recommend and implement amendments to applicable laws, regulations and policies that would cement business rescue as the preferred path to companies in financial distress and offer viable opportunities for efficient recovery. The BRTF will consider alternative funding instruments related to business rescue. A key objective of the review and thus the task force, will be to limit the number of jobs lost as a result of retrenchments and to safeguard a stronger entrepreneurial culture in Namibia. An initial draft of the review is expected by the **fourth quarter of the 2021/22 financial year.**

**Activity 3: Unlock the economic potential of the Agricultural sector.**

HPPII will promote and facilitate the infusion of private strategic investments into the agricultural sector, through a thorough review of the possibility of applying the PPP approach to all green schemes in the various regions of the country. The overall goal will be to improve output from said green schemes and attract private sector expertise and capital. This activity will contribute to the National goals of bolstering food security and self-sufficiency, while at the same time facilitating job creation and the strategic deployment of the limited assets at the Government's disposal. These schemes hold the potential to unlock the production of high-value crops, contribute to the export market demands while creating thousands of jobs. The inclusion of the schemes into the priority list of PPPs to be developed by the PPP Unit shall be finalised in **fourth quarter of the 2021/22 financial year**.

**Activity 4: Review policies and legislation to unlock the economic potential of communal land.**

The existing land ownership and tenure property systems in Communal Areas are not conducive to attracting the quantum and type of investments required to unlock the full economic potential of the communal areas that support a large part of our population. A Bank of Namibia Policy Proposal addressed to the Ministry of Land Reform, in January 2019 also included a comparative study of the Leasehold System in Botswana and contained various recommendations which will be reviewed under this activity. The objective is to augment the probability of financial institutions extending credit to parties looking to invest in communal areas and to accelerate concessions on wildlife and tourism in communal areas and in state protected areas. With the aim of attracting investors to Communal Areas in Namibia, this activity will review the above and harmonise the following five (5) pieces of legislation: the Land Bill, Deeds Registration Bill, Wildlife and Protected Areas Management Bill, Namibia Investment Promotion Act and the Namibia Tourism Bill in an effort to attract foreign and local investment into some of the most impoverished areas in Namibia.

The proposed activity is expected to improve productivity of communal land as it relates to agriculture, tourism, manufacturing and other industries and will be completed by the **third quarter of the 2021 financial year**.

**Activity 5: Develop a portfolio of Public-Private Partnerships (PPPs) as a mechanism for the delivery of public goods and services.**

The PPP concept has been developed over the past 5 years, culminating in the promulgation of the Public Private Partnership Act in 2017, formation of the PPP Committee and Gazetting of the PPP Regulations in December 2018. PPPs aim to leverage private sector capital and expertise to maximize public good and value for money, while allocating the risk of developing and operating the asset to the party best suited to bear said risk. During HPPII concerted steps shall be taken to unlock the full potential of this legislative framework. These steps include:

- a. The PPP Unit in the Ministry of Finance shall present a portfolio 10 PPPs which will support the expedited provision of various public goods and services from public entities in a manner that optimises the fiscal resources to be leveraged from said public entities. This is expected to be done at a PPP conference to be hosted in the **first quarter of the 2021/22 financial year**.
- b. To support the adequate packaging of the above-mentioned projects, the Ministry of Finance shall establish a project preparation fund to be housed under the Development Bank of Namibia. The Ministry of Finance shall seed the fund to the tune of N\$100 million **throughout the HPPII period**. The fund shall be used to finance project feasibility studies amongst other activities required to prepare the projects for transparent bidding from the private sector.

- c. The National Youth Service (NYS) is endowed with a portfolio of assets with significant potential to engender economic activity and create pathways for youth employment creation. The NYS will be supported to conduct a targeted intervention to identify all assets under management of the NYS, with a view to prepare projects identified

and unleash their full economic potential. Initial engagements will commence in the **second quarter of the 2021/22 financial year.**

Developing a robust PPP framework is in line with recommendation 3.7.1 from the Final Report with Recommendations from the HLPNE.



## GOAL 3: DEVELOPING COMPLEMENTARY ENGINES OF GROWTH

### Situation Analysis

Namibia's capacity to attract and retain significant levels of FDI was at the core of the growth acceleration registered between 2000 and 2015. Namibia has developed a credible reputation as a premium destination for mining-related investments, which enabled the country to attract large FDI inflows during the super commodity cycle. By 2019, Namibia had overtaken Botswana as the highest score on the Fraser's Institute Mining Policy Perception Index in Africa, ahead of international peers such as Chile, Peru and Australia. That record was a valuable asset, as it allowed Namibia to attract sizable investments coming from a wide array of countries, while more than tripling exports between 2002 – 2015.

As the prices of commodities weakened in international markets, FDI flows to countries concentrated in extractive industries decreased accordingly – Namibia was not uniquely affected. As prices recover and the global economy gradually bounces back from the economic impact of COVID-19, it is likely that investment will pick up again, and the competition for attracting and retaining FDI flows will intensify.

Within that context, Namibia needs to maintain its competitive advantages as an investment location for mining-related activities and leverage that positioning and expertise to put forth adequate policy frameworks to accelerate investments in other adjacent activities.

## ACTIVITIES

The Goal of Developing Complementary Engines of Growth will be achieved through the following 6 activities:

### **Activity 1: Develop an implementation plan to attract private sector investment into the Green and Blue Economy.**

Given its world class renewable resources and proximity to the ocean, Namibia is well placed to become a sub-Saharan powerhouse with dynamic green and blue economies. The potential for green electricity production

in Namibia is many times the country's domestic electricity consumption. The solar resource is one of the world's best and wind resource is also excellent. Namibia aims to become the first Zero Emission country in Africa, playing a vital role in fighting climate change while at the same time harnessing concessionary funding, making the most of the multi generationally low cost of capital that is currently available in the global capital markets.

Namibia has a promising track record in sourcing climate change related funding and to date, Namibia has secured about US\$437.3million from the Green Climate Fund of which US\$40 million was secured through the Environmental Investment Fund and about US\$390 million through international accredited entities namely the Deutsche Bank, French Development Agency and the Development Bank of Southern Africa. In addition, Namibia was the first sub-Saharan country to issue an award-winning green bond in 2018 through Bank Windhoek, to the value of N\$66 million in close collaboration with the International Financing Corporation. Having recently joined the 14-member High Level Panel on Ocean Sustainability in 2018, Namibia is also well positioned to design and champion a sustainable “blue economy” which will play a central role in alleviating the multiple demands on the Namibian land resources and tackling climate change.

A portfolio of green and blue projects will be developed in conjunction with local and international financial institutions and development partners and will be launched as an HPPII initiative by the **Fourth quarter of the 2021/22 financial year**. The same cluster will also work closely with the non-banking financial institutions and development partners to explore the possibility of creating project bonds, green, blue and transition bonds to fund the said projects throughout the HPPII period.

**Activity 2: Investigate the feasibility of Green Hydrogen and Ammonia as a transformative strategic industry.**

The development of complementary engines of growth through the accumulation of new productive capacities and know-how, in strategic sectors, is vital to ensure the growing complexity of Namibia’s economic structure. Moreover, the development of complementary engines is necessary to cushion the Namibian economy from unusual and external risk factors. A preliminary analysis by the World Bank of the green hydrogen market and levelized cost of hydrogen (LCOH) shows Namibia could produce highly competitive green ammonia. However, with little national demand, exports will be key to the green hydrogen strategy. The global ammonia market

today is 180 million metric tonnes (Mt) driven by fertilizers and mining explosives production. The global market is expected to grow to over 500 Mt by 2050 driven by maritime shipping and power systems decarbonization, especially by major developed economies with net-zero policies for 2050. In order to position the country to compete in a global market for green ammonia, the Government will lead the development of a sector that is designed to achieve a globally competitive price and sufficient infrastructure for maritime export.

With its abundant, world-class renewable energy resources and increasing demand for green hydrogen worldwide, Namibia could be an early entrant in this new market. Countries such as Australia, Chile, Middle Eastern countries, Morocco, New Zealand and Norway are beginning to pursue Giga-Watt (GW) scale investments on the basis of national green hydrogen strategies. In these early stages of market development, the Government will focus efforts on achieving large-scale, low-cost renewable energy (RE) development and designing models for sustainably maximizing fiscal revenue and local development in RE investments and green ammonia production. The Government will put in place a competitive and transparent process, designed to maximize the national benefits and lay the foundation for long-term participation in a growing green hydrogen and ammonia market.

Preliminary market estimates note that at scale the //Karas Region stands to absorb potential FDI of US\$6 billion, produce 2 million tonnes of Ammonia, generate in excess of \$800 million in revenue p.a. and house generation assets of 5GW with the capability to produce power at less than 3 US cents/kWh. Such an investment would be transformative not only for the Southern Region of Namibia but for the country as a whole and while the probability of it coming to fruition still requires various feasibility studies to be conducted, the significance of the opportunity warrants a coordinated and focused effort to unlock.

To unlock the above potential the following actions will be carried out:

- a. An Inter-Ministerial Green Hydrogen Committee (GHC) shall be constituted in **First quarter of the 2021/22 financial year** to oversee the development of the opportunity set during the HPPII period.
- b. A National Green Hydrogen and Ammonia Strategy shall be drafted by the end of **Third quarter of the 2021/22 financial year**.
- c. A detailed feasibility study shall be conducted and completed by 2023 with an Final Investment Decision (FID) expected in 2024.
- d. The development of the Southern Corridor Development Initiative (SCDI) vision shall be championed by the GHC and phase 1 of the concept will be completed by **Fourth quarter of the 2021/22 financial year**. The SCDI shall include a portfolio of complementary projects and infrastructure that maximises the opportunity presented by Green Hydrogen and Ammonia for the country.
- e. A coordinated approach with Green Diplomacy is required to unlock support from countries with similar ambitions. This will be coordinated under Goal 3, Activity 1 above throughout the HPPII period.

**Activity 3: Design and offer competitive investment incentives to facilitate local and foreign direct investment attraction and retention.**

The development of appropriate incentives that attract an array of investment capital which supports a robust and diverse growth trajectory is a critical component of a private sector-led economic growth programme. The Namibian Investment Promotion Act will be finalised by **Fourth quarter of the 2021/22 financial year** and will be accompanied by a new regime of Special Economic Zones which should attract global and regional investors alike. In addition to this a concerted effort from the Namibia Investment Promotion Development Board (NIPDB) in conjunction with the Ministry of Home Affairs will formulate a targeted Golden VISA programme looking to incentivise and attract investors with skills, discretionary capital and ambitions to set up

businesses and residency in Namibia. This programme, once approved by Cabinet will be launched in **Second quarter of the 2021/22 financial year**. This activity has an underlying objective of raising more than N\$50 billion in investments during the HPPII period.

**Activity 4: Establish holistic National MSME Fund towards a coordinated enterprise development value chain.**

HPPII saw the development of an SME Financing Strategy consisting of a Credit Guarantee Scheme, a Mentoring and Coaching Programme, Skills Lending Facility and a Public Venture Capital Fund. HPPII will partner with the private sector to offer an MSME Fund with all four (4) components consolidated with a diversified source of funding. Government has engaged relevant partners with a track record of sourcing funding from the private financial sector as a viable means to meet the empowerment legislation provisions related to enterprise and supplier development for the financial sector. The implementation strategy will be championed by the Namibian Investment Promotion and Development Board and supported by the Development Bank of Namibia. Preliminary findings are expected by **Second quarter of the 2021/22 financial year**

**Activity 5: Lower Namibia's cost of capital by executing the integrated national financing framework roadmap**

To develop engines of growth in a sustainable manner, bearing in mind its fiscal fragility, Namibia will have to access a diverse portfolio of funding that is best suited to each opportunity. The Development Finance Assessment report approved by cabinet and launched in 2020 advocated for a roadmap towards implementing an integrated national financing framework (INFF). The objective of the INFF is to provide a holistic approach for strengthening financing policies and institutions and matching the source and type of finance to the appropriate investment opportunity at hand using a blended financing approach. Under this activity, HPPII will also champion the development of the central

<sup>4</sup>Green Hydrogen Opportunities for Namibia – Phase I Report December 2020, World Bank.

<sup>5</sup>Ammonia is a carbonless derivative of green hydrogen that is more easily storable and transportable by pipeline or ship.

securities depository, green and blue bonds, transition bonds, carbon credits and other innovative tools to fund the matching opportunities in Namibia. This activity is evergreen and will be championed by the Ministry of Finance **throughout the HPPII period.**

**Activity 6: Leverage Housing as a key catalyst to engender economic activity.**

During the 2020 Cabinet Retreat, housing was identified as one of 3 priority sectors alongside Agriculture and Education as strategic enablers through which Namibia's economic emancipation must be pursued. The latest data from the Namibian Statistics Agency indicates that Namibia has 113 informal settlements with 230,000 shacks and a population of 401,748 inhabitants. To cement the Government's commitment to reducing inequality and providing decent shelter, the economic advancement pillar under HPPII will pursue activities that will accelerate the delivery of ultra-low-cost housing in various regions of the country as a means to catalyse economic activity and simultaneously boost the construction sector.

To achieve an optimal return on investment, Government will promote the institutionalization of early value engineering at feasibility, concept or design stage, for the implementation of all capital projects conducted under HPPII, starting with housing delivery. Value engineering<sup>7</sup> can be defined as a formalized and organised approach to providing the necessary functions in a project at the lowest cost. This approach to design and construction promotes the early substitution of materials and methods with more cost-effective alternatives, without sacrificing functionality and quality.

Currently, this philosophy has been briefly mooted in Vision 2030 and NDP5, where alternative construction methods and models have been encouraged, and the

FIDIC suite of contracts which outlines mechanisms for the contractor to submit value engineering proposals during the construction stage. Finally, the Resolution 24 of the 2nd Land Conference held in 2018 motivated for "Relevant Government Agencies to develop standards for local and alternative building materials and redraft standards for building low-cost houses", and to "Investigate how to incorporate housing development and construction into the local value chains to support economic development."

Given the scarcity of land and the limitation of affordable housing in Namibia, an innovative and novel approach to designing and delivering housing, and indeed any other capital projects, is warranted. Which is why this activity will promote the infusion of the value engineering ethos into the accelerated provision of housing as a critical element to support sustainable stimulative economic activity. In addition, Government will collaborate with all stakeholders to source funding for land acquisition with a central focus on effective and affordable Housing delivery **throughout the HPPII period.**

In conclusion, given the limited fiscal space and unrelenting socio-economic pressures from COVID-19, attracting sustainable private sector investment into the economy becomes a critical undertaking. The Government is committed to fostering synergetic partnerships with members of the private sector who share the passion and dedication for inclusive growth in Namibia. Today more than ever, we have to stress the need for advancing our economic development in a manner where no one is left out, no matter the race, gender or creed.

<sup>7</sup>FIDIC's Red Book, Clause 13.2 titled Value Engineering



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# PILLAR 3





**SOCIAL  
PROGRESSION**

# At a Glance

## Social Progression

The Social Progression Pillar takes a people-centred approach to development that aims to ensure improved quality of life for all Namibians, especially the most vulnerable members of our society. Meaningful progress in arresting poverty, income and wealth inequalities has been made. However, this progress is at risk of being reversed by climate change and COVID19. The Desired Outcome for this Pillar is to provide the basic amenities for dignified life, social mobility and human development. This Outcome will be achieved through Five (5) Goals and Nineteen (19) Activities.

### THE 5 GOALS

To Achieving Social Progression.



**GOAL 1: Zero Deaths from Hunger Poverty will be achieved through the following 3 Activities:**

1. Securing Household Food Security
2. Consolidation of social grants and the Food Bank
3. Regularise status of specified categories of undocumented & stateless persons

**GOAL 2: Delivery of Urban Land, Housing & Sanitation will be achieved through the following 4 Activities:**

1. Urban Land Delivery
2. Informal Settlement Upgrading
3. National Housing Delivery
4. Sanitation and Bulk Infrastructure

**GOAL 3: Improved Access to Healthcare will be achieved through the following 5 Activities:**

1. Improve and increase Public Health Infrastructure
2. Modernise Central Medical Store (CMS)
3. Enhance Access to treatment facilities for Non-Communicable Diseases
4. Improved Nutrition
5. Universal Healthcare Coverage

**GOAL 4: Improved Access to Quality Education & Sports:**

1. Improve and expand Education Infrastructure
2. Integrated Early Childhood Development (IECDs)
3. Improve Quality of Higher Education and Technical & Vocational Education & Training (TVET)
4. Professionalisation of Sports

**GOAL 5: Arresting Gender-Based Violence & Violence Against Children will be achieved through the following 3 Activities:**

1. Providing Empathetic, Inclusive & Correct Care to GBV Survivors at First Contact
2. Strengthening Procedures & Infrastructure for Better Service to Survivors
3. Strengthening Safety Nets

## INTRODUCTION

A society is judged by how it takes care of its most vulnerable members. Equity is achieved by upholding dignity, social justice and equal access to opportunity for all. We rely on a healthy and skilled workforce, to deliver on our sustainable development agenda. In this regard, HPPI has made inroads in the war against poverty by increasing the coverage of social safety nets and improving access to neo and post-natal care, and effecting quality improvements to the TVET sector. The climate change crisis, the COVID-19 public health emergency and the economic downturn threaten to reverse the gains made in reducing unemployment, poverty and inequalities in income and wealth, during the HPPI period.

This Pillar comprises of five Goals, namely, arresting hunger poverty; urban land, housing & sanitation delivery; improved access to healthcare, and improved access to quality education & sports. HPPII will redouble efforts to strengthen the foundations of the Namibian House by ensuring a dignified standard of living and continued access to health services and education, with a strong foundation in the early years. Moreover, the COVID-19 pandemic has revealed the need to intensify investments into specific areas and to reprioritise and elevate emerging priorities, such as Gender-Based Violence, Violence Against Children and e-Learning.

## BRIDGING THE GAP

The implementation of social progression programmes under HPPI achieved a 90% performance rating, with nine out of ten desired outcomes achieved. No Namibian was reported to have died from hunger during HPPI, despite the country enduring one of the worst droughts in recent history. This is attributable to the extensive drought relief programme and Food Bank initiative rolled out in the peri-urban and rural areas of the country. The Food Bank assisted the most vulnerable households, while rural agricultural extension services intended to secure

household food security for subsistence farmers. The set targets for new residential erven and new housing units were achieved by 89% and 82% respectively. The use of the bucket toilet system has been significantly reduced by 74% countrywide. Infant and maternal mortality and morbidity declined substantially during the period. The number of TVET trainees exceeded the set target of 16,000 intakes by 99.8% to 34,920, while the quality of training and data collection also improved.



### GOAL 1:

### ZERO DEATHS RECORDED AS A RESULT OF HUNGER

#### Situation Analysis

Namibia is ranked 70th out of 107 countries with sufficient data to calculate the Global Hunger Index, 2020. With a score of 19.1, Namibia has a level of hunger that is moderate. Poverty is multidimensional and Namibia is progressing in her fight to alleviate and eradicate it. While the Government's intention is not to create a culture of dependency, Government has the dual responsibility to take care of the needy, while creating an enabling environment where those with ability can prosper. The value and coverage of the monthly Old Age Social Grant and the coverage for the full basket of social safety nets have been increased substantially over the HPPI period, which is characterised as a period of greater redistribution despite subdued economic growth.

More than 400,000 Namibians have been lifted out of severe poverty, since Independence<sup>6</sup>. The Food Bank was rolled out across all regions, reaching 42,081 Namibians while the Drought Relief Programme reached over 2,8 million Namibians cumulatively, over the period.

Rural agricultural extension services provided seeds and implements to assist subsistence crop-producing farmers. While aforementioned measures have had a positive impact on reducing poverty in general and hunger poverty in particular, the COVID-19 pandemic has reversed some of the gains made. According to the October 2020 Socio-Economic Impact Assessment of COVID-19 in Namibia, overall poverty is expected to increase by an estimated 4.2% as a result of loss of income. This will leave approximately 105,600 more Namibians vulnerable and in urgent need of social protection (including 45,400 children/dependants).



**More than 400,000 Namibians have been lifted out of severe poverty, since Independence."**

<sup>6</sup> According to the Namibia Statistics Agency

## ACTIVITIES

The Goal for Zero Deaths Recorded as a Result of Hunger will be achieved through the following 3 Activities:

### Activity 1: Securing Household Food Security

- a. Increase agricultural yields by providing rural extension services such as tractors, implements and seeds to communal farmers in the crop producing regions, through the Namibia Mechanization Seed Improvement Programme (NAMSIP) Implementation Plan, over the HPPII period.
- b. Facilitate implementation of the mandatory local content Procurement Directives by Government institutions, through the Agro-Marketing & Trade Agency (AMTA) over the HPPII period.
- c. Maintain the School Feeding Programme, improve nutritional value of meals and extend Programme to Secondary and IECD Centres, based on needs assessment, by the end of the HPPII period.
- d. Determine the Basic Wage Floor through public consultations, with a view to introduce a National Minimum Wage across all economic sectors by 2022.

### Activity 2: Consolidation of Social Grants and the Food Bank

- a. Revise and convert the Food Bank, Special Feeding for Marginalised Communities and Marginalized Grant into a monthly cash transfer, as a first step to phase in a Conditional Basic Income Grant. This transitional BIG will be paid only to existing Food Bank and Marginalised grant beneficiaries, effective 2022.
- b. Develop central Information Management System (database) with all social grant beneficiaries to enhance efficiencies in planning, eliminate duplications and assess impact on poverty and income inequality, by 2022.

### Activity 3: Regularise status of specified categories of undocumented & stateless persons

The issuance of national documents has not been possible, for individuals who do not meet the requirements for the acquisition of Namibian citizenship set out in Article 4 of the Namibian Constitution and the Namibian Citizenship Act, 1990. The 2016 Namibia Inter-censal Demographic Survey (NIDS) Report indicates that approximately 13% of Namibia's total population was not in possession of birth certificates. The Report also indicates that, 1.5% of the population had non-Namibian birth certificates. A portion of the latter group, although documented, could be stateless.

Stateless and undocumented persons cannot access social protection and support programmes. The 2016 NIDS Report also shows that the situation is worse in border regions with Kavango West (32.3%), Kavango East (19.9%), Zambezi (17.2%) and Ohangwena (14%) Regions recording the highest numbers of persons without birth certificates. An Identity Document (ID) cannot be obtained without a birth certificate, therefore, the solution lies at birth registration and acquisition of citizenship.

- a. Enact relevant time-bound legislation to regularise the status of stateless and undocumented persons, with relaxed requirements for the acquisition of citizenship by 2022.
- b. In collaboration with local, regional and national structures, register undocumented (including stateless) persons in a functional register to the Population Register throughout the HPPII period.
- c. Intensify mobile birth and ID registration outreach programme to remote areas in order to regularize the status of at least 50% of undocumented and stateless persons (according to nearest Census data point), by the end of HPPII.



## GOAL 2:

### DELIVERY OF URBAN LAND, HOUSING & SANITATION

#### Situation Analysis

Housing is the most intimate setting of every Namibian family and potentially its most valuable asset. The delivery of urban land and housing is an urgent undertaking, that involves overlapping stakeholders, markets and legal systems for accessing land, finance, services like water, electricity, sewerage and eventual construction.

Overall, providing adequate shelter and sanitation remains one of the most daunting challenges. Approximately 230,000 households continue to live in shacks countrywide, while the ongoing rural-urban migration adds to this number daily.

During HPPI, the two (2) ordinances and bodies (Namibia Planning and Advisory Board and Townships Board) that govern and advise on spatial planning in Namibia (NAMPAB) were replaced with the Urban and Regional Planning Act, 2018 (Act No. 5 of 2018) and the Urban and Regional Planning Board respectively.

The new law provides for the decentralisation of certain planning functions to LAs, significantly decongesting bureaucratic bottlenecks and unlocking turnaround times for the proclamation of new townships. Once a town plan has been developed and a township proclaimed, LAs may grant permission (issue certificates) to occupy. The certificates to occupy offer security of tenure and permit residents to occupy and construct permanent structures on the allocated erven. In the medium to long term, the certificates will be converted into formal title deeds.

The provision of housing alone does not guarantee a dignified standard of living and must be supportive of livelihoods as well. Hence, upgrading of informal settlements and development of new residential areas will make provision for mixed developments including business erven and public services such as health and education services. The existing housing stock and associated value chains suffer from cumbersome processes, embedded building standards, land-use and planning, which HPPII aims to address.

## ACTIVITIES

The Goal for Delivery of Urban Land, Housing & Sanitation will be achieved through the following 4 Activities:

#### Activity 1: Urban Land Delivery

The following activities will be deployed to deliver serviced residential and industrial erven in urban centres during HPPII:

**a.** Conduct review of the National Housing Policy and develop an Urban Land Reform Policy and Programme in 2021, to address among others, urban design concepts, minimum size of erven and mixed developments for more efficient land use.

- b.** Local Authorities, GIPF, Shack Dwellers Federation of Namibia, Development Workshop and property developers will service 24,000 erven by the end of the HPPII period countrywide and in particular in Windhoek, Walvis Bay (Otweya and Farm 37), Otjiwarongo, Gobabis, Eenhana, Ongwediva, Ondangwa, Oshakati, Grootfontein and Rundu.
- c.** Proclaim 84 townships with economic viability by the end of the HPPII period.

**Activity 2: Informal Settlement Upgrading**

The following activities will be deployed to upgrade informal settlements across the country during HPPII:

- a. Formulate a National Informal Settlement Upgrading Strategy in collaboration with the National Alliance and other stakeholders by **end of 2021**.
- b. Scale up formalization/upgrading of 5 existing informal settlements countrywide throughout the HPPII period by rolling out the Flexible Land Tenure System and issuance of Certificates of acknowledgement of Land Occupational Rights which will be translated into Title Deeds to inhabitants residing in informal settlements, **throughout the HPPII period**.
- c. Prioritize surveying and sub-division of land into erven and installation of basic services incrementally, starting with communal, prepaid water points, **throughout the HPPII period**.

**Activity 3: National Housing Delivery**

To achieve higher impact that will reduce the national housing backlog, a more innovative and collaborative partnership will be required to deliver affordable housing between the Public & Private Sector. The following actions will be carried out:

- a. Deliver 20,000 housing units countrywide **by the end of the Harambee period**, through the following public and private stakeholders: National Housing Enterprise (NHE), Government Institutions Pension Fund (GIPF), Shack Dwellers Federation of Namibia, Ongos Valley, Regional Councils and Local Authorities and other private sector developers.
- b. Allocate completed Mass Housing Development Programme units at Swakopmund (505 units), Otjomuise Ext 10, Windhoek (362 units) and Opuwo (24 units) and all other unallocated Mass Houses, by 2022.

- c. Establish an Urban Development Fund through bilateral cooperation with Development Partners to supplement funding for delivery of serviced land and housing, **by 2022**.
- d. Promulgate the Rent Control Bill **by the end of 2021**, to enable the operationalisation of Rent Control Board(s) and implementation of Rent Control measures.

**Activity 4: Sanitation & Bulk Infrastructure**

The following actions will be executed during HPP:

- a. Launch Community-Led Total Sanitation (CLTS) and Water, Sanitation and Hygiene (WASH) awareness to increase hygiene through the community construction of latrines at household level in urban and peri-urban areas **throughout the HPPII period**.
- b. Sustain investments into the development bulk water and sewer infrastructure, so as to eliminate the remaining 483 bucket toilets, **by 2022**.



**The delivery of urban land and housing is an urgent undertaking, that involves overlapping stakeholders, markets and legal systems for accessing land, finance, services like water, electricity, sewerage and eventual construction.”**



## GOAL 3: IMPROVED ACCESS TO PUBLIC HEALTHCARE

### Situation Analysis

HPPI focused on maternal and infant mortality, including morbidity and infectious diseases. Despite a high HIV/AIDS burden with an adult prevalence of 12.8%, Namibia has exceeded the 90-90-90 targets and is progressing in the fight against HIV/AIDS. During HPPI, the country reduced the under-five-year-old mortality rate from 22,500 in 2010 to less than 17,000 in 2020. The maternal mortality rate declined from 355 to 195 per 100,000 live births between 2013 to date. In addition to the targeted national response to combat the COVID-19 pandemic, the Government has sustained public investments for other diseases such as Hepatitis E, cancer, diabetes and kidney disease.

The share of stunted and wasted children remains high at 23.7% and 6.2% respectively, while the number of wasted and severely wasted children between age zero to 59 months increased between 2016 and 2019, which is attributable to hunger poverty. Improving child nutrition is a long term investment in human capital, which has a triple dividend for the children of today, the adults of tomorrow and the next generation of children. Outside of the public service, only one out of four employees are covered by medical aid on average, highlighting the necessity of national health insurance as a social safety net. The Government will increase public health infrastructure to enhance access to health facilities.

## ACTIVITIES

The Goal for Improved Access to Public Healthcare will be achieved through the following 5 Activities:

### Activity 1: Improve & Increase Public Health Infrastructure

- a. Construct a 125-bed Maternity Ward, Mothers' Lodges and Paediatric Ward at Onandjokwe Hospital, Oshikoto Region by **2023**.
- b. Construct Neo-Natal Ward at Swakopmund District Hospital, Erongo Region by **2023**.
- c. Construct a Health Center at Aussenkehr, //Kharas Region by **2024**.
- d. Construct primary healthcare clinic at Nkurenkuru, Kavango West by **2023**.
- e. Construct Mothers' Waiting Shelter in Kavango East Region by **2023**.
- f. Achieve 100% Broadband connections and usage at health facilities in Namibia to facilitate e-health, **throughout the HPPII period**.

### Activity 2: Modernise Central Medical Store (CMS)

- a. Relocate Windhoek Central Medical Store to a functional facility commencing **2023**.
- b. Enhance governance structures and mechanisms for the supply of pharmaceuticals and clinical supplies, and ensure appropriate staffing levels of qualified pharmacists and logistics officials at the CMS and all health centres/hospitals, for dispensing of medicine **throughout the HPPII period**.
- c. Improve to and maintain a Service level of 90% at the Central Medical Stores, by ensuring timely delivery and availability of pharmaceuticals and clinical supplies at health facilities, **throughout HPPII**.
- d. Introduce tracking and reporting system for pharmaceuticals and clinical supplies to closely monitor and ensure availability of sufficient stock by **2022**.



**Activity 3: Enhance Access to Treatment facilities for Non-Communicable Diseases**

- a. Strengthen delivery of cancer treatment capacity by expanding the radiotherapy facility in Windhoek and building a new facility at Oshakati by **2025**.
- b. Implement National Cancer Control Plan by **2022** and train three Oncologists for Oshakati Hospital.
- c. Establish Dialysis Units in State Hospitals at Keetmanshoop, Katima Mulilo, Rundu and Erongo region and recruit Nephrologists and Dialysis Nurses to render services by **2025**.

**Activity 4: Improved Nutrition**

- a. Intensify deployment of Community Health Workers and conduct Targeted Outreach Programmes in the severely affected regions of Omaheke, Oshana, Oshana-Namaland, Kunene, Kavango West and Omusati

Regions, to identify malnourished children, pregnant and lactating women and adults for Malnutrition treatment, **throughout HPPII**.

- b. Reduce institutional Malnutrition Case Fatality to less than 10% by **2025**, by treating acutely malnourished children and pregnant/lactating women with therapeutic and supplementary foods at all health facilities, countywide.
- c. Develop and promulgate regulations for micronutrient fortification of wheat, maize and mahangu flours, and regulations to control marketing of breastmilk substitutes by **2022**.

**Activity 5: Universal Healthcare Coverage**

Conduct nationwide consultations for restructuring of the health sector and develop national policy framework towards equitable access to quality healthcare for all, during **2022**.

**GOAL 4:****IMPROVED QUALITY OF PUBLIC EDUCATION & SPORTS****Situation Analysis**

While substantial progress has been made on TVET, the country continues to face significant backlogs in educational facilities. Five thousand one hundred sixty-nine (5,169) additional classrooms are required countrywide, while most schools also require hostel facilities. The COVID-19 pandemic further highlighted the shortage of basic infrastructure such as water, sanitation, electricity and internet at schools. These are gaps which threaten to undermine Namibia's efforts to reducing poverty and income inequality. More than 10,000 learners drop out of school annually, with two out of three out of school learners coming from rural areas, with no apparent decline between 2014 and 2019. Approximately 1,920 (89.4%) of public schools have access to water supply and a remaining 225 require connection to potable water points.

The country currently has 3,100 IECDs, of which 900 are privately owned and 2,200 are community-owned. With a 36% national enrolment rate for IECD (2019) and large disparities in access, between urban and rural areas, and underqualified Educators, it is evident that children are beginning life at different levels, which could further exacerbate inequalities in the long term. It is a matter of equity and thus, HPPII will address the quality outcomes of IECD during the period.



**Improving child nutrition is a long term investment in human capital, which has a triple dividend for the children of today, adults of tomorrow and the next generation of children."**

Achieving Vision 2030 requires technical skills to provide professional services. The country will continue with the expansion of TVET which has been successfully commenced during HPPI.

Social deficits persist for social infrastructure and Government cannot meet the overwhelming backlog alone, and the private sector is thus encouraged

to contribute to the construction of school sports infrastructure, classrooms, hostels and internet connectivity, as envisaged under the NEEEB CSI Pillar.

## ACTIVITIES

Improved Quality of Public Education & Sports will be achieved through the following 4 Activities:

### Activity 1: Improve & Expand Education Infrastructure and Physical Facilities

Continue implementation of the 'Accelerated Schools Infrastructure Improvement Programme' with focus on additional classrooms and accommodation facilities, water and sanitation hygiene provision at schools, countrywide.

- a.** Construct 1,075 ablution facilities annually and 4,300 **by the end of HPPII.**
- b.** Construct 1,176 Hostel Blocks/learner accommodation **by the end of HPPII.**
- c.** Connect 50 schools to the main water pipeline annually to water supply, or 225 schools **by the end of HPPII.**
- d.** Construct 480 new classrooms **by the end of HPPII.**
- e.** To enable e-Teaching and eLearning, senior secondary schools will be provided with connectivity (internet access), data and devices. Provide 3,066 senior secondary school teachers and 74,210 learners with suitable devices and internet connectivity, **during 2021.**
- f.** Develop Integrated Physical Education and School Sport Policy with implementation strategy for all schools countrywide and increase school's sports infrastructure construction and upgrading by investigating PPP, **during the HPPII period.**

### Activity 2: Integrated Early Childhood Development

- a.** Review National IECD Policy and implementation of revised IECD framework (2017–2022) **by 2022.**
- b.** Assess and register IECD centres in accordance to minimum set standards **by 2023.**
- c.** Increase Educator subsidies to community based IECD Centers in all 14 regions, **during HPPII period.**
- d.** Improve quality of IECD outcomes by Training Educators in accredited qualifications, **during HPPII period.**

### Activity 3: Improve Quality of Education

- a.** Establish Educator's (Teachers') Professional Regulatory Body to improve the quality of training of Educators and prescribe minimum standards for the Profession (IECD Educators and Caregivers; pre- and primary; secondary; TVET instructors and Lecturers) **by 2022.**
- b.** Finalize National Human Resource Development Strategy and Implementation Plan, identify priorities and allocate commensurate weights to funding allocation, **during 2022.**
- c.** Establish Industry Skills Committees within all Universities to enable Private Sector contribution to curriculum reform, to pursue effective accumulation of requisite skills and demand-driven education system that is responsive to the economic transformation agenda, **during 2022.**

- d. Jointly with private sector, assess outcomes of the piloted Apprenticeship Programme (2018–2020) and expand into a National Internship and TVET Apprenticeship Programme, with economic incentives for participating business **commencing 2022**.
- e. Conduct impact assessment of NSFAF and conclude the Student Funding Policy and Sustainability Model, to improve fund administration, coverage and loan recovery **by 2022**.
- f. Complete construction of new Vocational Training Centres with production hubs at Khorixas, Nkurenkuru, Keetmanshoop and Omuthiya **during the HPPII period**.

#### Activity 4: Professionalisation of Sports

The sports professionalisation framework aims to enable Namibian sports to progress to high-

performance excellence, positioning athletes to earn sustainable livelihoods from sports. Through early talent identification, providing support services and monitoring and evaluation processes, the professionalisation framework aims to enable talented Namibian athletes, administrators and technical officials to be employed gainfully.

- a. Establish regional sport franchise hubs or sports clubs for the Priority Codes of Athletics, Soccer, Rugby, Cricket, Boxing and Netball, in all 14 regions in collaboration with Regional Councils and Local Authorities, to be managed on business principles and in a sustainable manner **throughout HPPII**.
- b. Construct a Youth and Sports Centre at Nkurenkuru, Kavango West **by 2023**.



## GOAL 5:

### ARRESTING GENDER BASED VIOLENCE & VIOLENCE AGAINST CHILDREN

#### Situation Analysis

As part of the efforts to reduce incidents of GBV and Violence Against Children, Government has passed two pieces of legislation: The Combating of Rape Act, 2000 and the Domestic Violence Act, 2003. According to the National Gender Policy (2010–2020) and Prioritised National Plan of Action on GBV (2019 – 2023) Gender Based Violence (GBV) refers to all forms of violence against women, girls, men and boys because of unequal power relations between the two. These forms of violence include physical, sexual, emotional, economic abuse, discrimination and murder. Although GBV is not a new phenomenon, there has been in recent months, rising incidence of crimes of femicide (killings of girls and women), rape (including statutory rape and incest), violence, abductions and Trafficking in Persons, which are predominantly against children and women.

Through the Child Care and Protection Act, 2015, Namibia has a strong legislative and policy framework for the protection of children, in line with international best practice. Namibia is in the process of developing an integrated data management system to support data collection and analysis to inform decision-making, towards improving the wellbeing of the Namibian Child.

Another challenge facing adolescent girls is teenage pregnancy, which contribute to inter-generational poverty. The number of pregnant teenage girls below the age of 15 years increased from 436 to 443 in 2019, while the number of those in the age bracket of 15 to 19 years from 12,237 to 13,478. Furthermore, gender-based violence and violence against children is escalating, with nearly 4 out of 10 females and 9 out of 20 males having experienced physical, sexual or emotional violence in their childhood (Namibia VAC survey, 2019). It is important to invest further in pro-family policy options and social services personnel, for increased victim and perpetrator support.

Consistent to Government policy, legislation and the UN Declaration on the Elimination of Violence Against Women – violence against women and girls in Namibia will not be tolerated. To this end, the National Plan of Action on GBV aims to guide all stakeholders in implementing coordinated and community-led interventions. The family as a fundamental unit of society. The community and faith-based organizations should further take a leading role in instilling values of morality, ethics and non-harmful cultural practices to raise responsible citizens. A multi-sectoral approach will

be critical in effectively responding to the high incidence of GBV and VAC in the country. HPPII will prioritise this national response.



**“violence against women and girls in Namibia will not be tolerated.”**

## ACTIVITIES

Arresting Gender Based Violence and Violence Against Children will be achieved through the following 4 Activities:

### Activity 1: Provide Empathetic, Inclusive and Correct Care to GBV and VAC Survivors at First Contact

- a. Train 400 police officers, social workers, health care workers, youth officers in providing services for GBV survivors **by the end of the HPP period.**
- b. Train 390 clinical and administrative personnel in all health facilities **by the end of the HPP period.**
- c. Finalise and implement the National Plan of Action on Violence Against Children.
- d. Finalise and implement national strategy for Children Living and Working on the Streets.
- e. Establish infrastructure and rehabilitative programmes for Children Living and Working on the Streets, and children in conflict with the law.
- f. Promulgate the Child Justice Bill **by 2022.**

### Activity 2: Strengthen Procedures and Infrastructure for Better Service to Survivors

- a. Renovate and refurbish a total of 7 GBVPU **during the period.**
- b. Finalise and implement Trafficking in Persons (TIP) Standard Operating Procedures and National Referral Mechanism (NRM) **by 2021**, to improve support to victims of trafficking **by the end of HPPII.**
- c. Establish and implement mechanisms to subsidize and oversee community-based management of existing shelters as well as community-based places of safety, based on existing local best practices, **throughout HPPII.**

- d. Create specialized courts for hearing GBV cases at each Magistrate’s Court across the country **by the end of HPPII.** These courts will be housed at the existing infrastructure, with specialized teams dedicated to GBV cases, in a victim and witness friendly environment, dealing with cases in a speedy manner.
- e. Promulgate a National Register for Sex Offenders, to ensure that a record of names is kept for those found guilty of sexual offences, **by March 2022.**

### Activity 3: Strengthening Safety Nets

- a. Government and private sector workplaces, non-Governmental organizations (NGOs) to institutionalise training, policies, guidelines to prevent and respond to GBV (including sexual harassment in the workplace), as part of national GBV Movement.
- b. Identify, engage, equip and coordinate existing community networks (such as Community Health Workers, Community Liaison Officers, Civil Society Organisations, neighbourhood watch volunteers and Adolescent Youth Friendly Clinics), to augment the national GBV response.
- c. Launch Public Media Information Campaign providing information on support services, helpline for medical, police and legal assistance and preventative tips with focus on community members and perpetrators.



The sports professionalisation framework aims to enable Namibian sports to progress to high-performance excellence, positioning athletes to earn sustainable livelihoods from sports.”

# PILLAR 4





# INFRASTRUCTURE DEVELOPMENT





# At a Glance

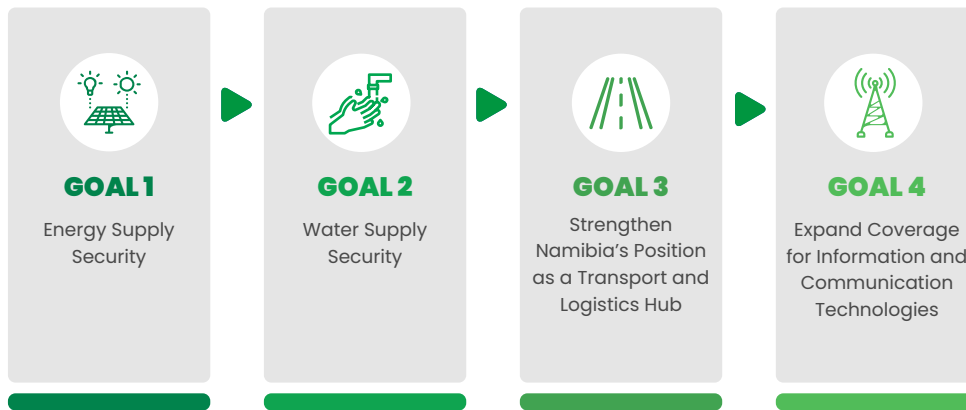
## Infrastructure Development

Infrastructure development is a catalyst for economic growth, social progression and contributes significantly to global competitiveness and investment attraction. It is a key enabler in unlocking development in local and regional jurisdictions. On this basis Namibia has sustained investments in infrastructure such as transportation (roads, rail, ports, airports), energy, water and technology.

The Desired Outcome for this Pillar is to facilitate socioeconomic development, investment, connectivity and regional integration. This Outcome will be achieved through Four (4) Goals and Ten (10) Activities.

### THE 4 GOALS

To Achieving Infrastructure Development.



#### GOAL 1: Secured and cost-effective Energy Supply will be achieved through the following 4 activities:

1. Increase local electricity generation capacity from 624 MW (2020) to 879 MW **by 2025**.
2. Electrify 6,000 rural and 13,000 peri-urban households by the end of HPP II.
3. Electrify 213 new schools and health facilities **by 2025**.
4. Achieve a greater level of coordination to unlock national energy potential.

#### GOAL 2: Secured and cost-effective Water Supply will be achieved through the following activity:

1. Ensure access to water for human consumption and industrial activities.

#### GOAL 3: Strengthening Namibia's Position as a Transport & Logistics Hub will be achieved through the following 2 activities:

1. Completion of ongoing bitumen roads construction **by 2025**.
2. Complete the ongoing refurbishment and upgrading of the railway infrastructure to SADC standard **by 2025**.



**GOAL 4: Expand Coverage for Information and Communication Technologies through the following 3 activities:**

1. Implement ‘Open Access Network’ infrastructure sharing regime in a bid to champion Universal Broadband Access **by 2025.**
2. Facilitate a safe and robust ICT ecosystem.
3. Attain 95% Digital Television broadcasting network to all Namibian households **by 2025.**

## INTRODUCTION

In light of the unprecedented financial and economic climate, exacerbated by the onset of the COVID-19 pandemic, the role of Government and stakeholders in infrastructure development will be more collaborative **during HPPII.**

Namibia has to date ranked well in “hard” economic infrastructure like roads, rail, ports and airports in African rankings and some elements (e.g. roads, ports) in global rankings. However, there is scope for improvement in “soft” infrastructure rankings. These include both social and educational indicators (generally below top 100) and critical 4IR indicators such as the Global ICT Index (118) and Global Cybersecurity Index (141). While traditional infrastructure elements will be further enhanced by leveraging private and PPP funding, HPPII endeavours to elevate the development of social, health and education as high priority areas, in partnership with the private sector through the Public Private Partnership (PPP) framework.

HPPI focused on four (4) core sub-pillars for infrastructure development, namely Energy, Water, Transport and ICT. While significant progress was achieved in several desired outcomes, some were not achieved due to a

combination of factors including inadequate public sector capacity, funding and insufficiently progressed policy frameworks to facilitate private investment and PPPs. This Pillar has 4 goals:

1. Energy Supply Security
2. Water Supply Security
3. Strengthen Namibia’s Position as a Transport and Logistics Hub
4. Expand Coverage for Information and Communication Technologies

The four Goals are positioned to achieve better outcomes in HPPII, through a more collaborative partnership approach, consulted and agreed-upon outcomes to be delivered by partners. The core physical pillars of infrastructure which have been the focus of HPPI and the NDPs will continue to receive sustained attention under HPPII. Considering limitations on public funding and the global trend to sharing infrastructure development through Private Sector Participation (“PSP”) and PPP formats, the Government aims to facilitate an improved partnership approach by leveraging off-balance sheet funding and technology sources.



**The core physical pillars of infrastructure which have been the focus of HPPI and the NDPs will continue to receive sustained attention under HPPII.”**



## BRIDGING THE GAP

The assessment of the Infrastructure Development Pillar during HPPI points to a performance rating of 67%, out of fifteen (15) desired outcomes, ten (10) were on target. The Government is committed to completing the ongoing activities under HPPII.

Activities under this Pillar rely on a renewed investment drive and elevated private sector and PPP commitment to infrastructural development, as well as mobilising capital markets, local and international, for infrastructure funding and notably for “green and blue” infrastructure.

The Public-Private Partnership Act and Public Enterprise Governance Act are promulgated and the critical energy frameworks are being operationalised. These include the National Integrated Resource Plan, Independent Power Producer Policy, Renewable Energy Policy, National Energy Policy (replacing the White Paper on Energy Policy) and the Modified Single Buyer Model Framework. Cabinet has approved the new Electricity Bill and Energy Regulator Bill due to be enacted during HPPII. All of these are enablers to a new format of shared infrastructure development.



## GOAL 1: SECURED AND COST-EFFECTIVE ENERGY SUPPLY

### Situation Analysis

Namibia’s top energy sources are petroleum, hydropower, imported electricity and imported coal. The country’s own internal resources supply less than one-third of its needed energy requirements. Namibia has excellent biomass energy potential and is known to possess a world-class renewable energy resource base and well-developed energy policy.

The country has a responsive regulatory authority for the electricity industry, while the national energy utility, NamPower has a strong balance sheet and credit rating. The approval and implementation of the Modified Single Buyer Policy has enabled private sector investment and distribution of electricity, directly to customers.

The Energy Goal focuses on electricity supply security. Access to electricity is available to less than 50% of the population. According to the Electricity Control Board, Namibia’s generated electricity comes mainly from:

- 347 MW hydroelectric power plant on the Kunene river in Ruacana
- 135 MW from Solar projects;
- 5 MW from Wind;
- 145 MW from Thermal; and
- 380 MW imports

Local installed capacity in 2020 was at 624 MW. According to the National Integrated Resource Plan peak demand is currently at 673 MW and is projected to rise to 931 MW in 2025 and 1,348 MW in 2030. It is expected that Namibia will achieve an installed capacity target of 879 MW **by the end of HPPII.**

Rising domestic consumption, dependency on electricity imports, peak power challenges, transmission congestion on import corridor, the decline of surplus generation capacity in the SADC, securing power supply and projected electricity demand, lead to the need for additional funding resources in the sector through Independent Power Producers (IPPs) and PPPs.

According to the 2015/16 Namibia Household Income and Expenditure Survey, there were 544,655 households, of which 249,827 were rural households and of these 60,958 (24.4%) could switch on a light with energy from the grid, solar or generator. The difference of 294,828 households were classified as urban, and of these, 211,981 (71.9%) had electricity from the grid, solar or generator. Rural electrification of schools and health facilities reached 87% by 2020.

### Energy Policies & National Integrated Resource Plan (NIRP)

The energy sector offers opportunities for private investment in infrastructure. During HPPI key policy, structural and legislative reforms were effected for large base-load and mid-merit fossil fuel projects. The National Energy Policy, Renewable Energy Policy and Independent Power Producers’ Policy have been adopted. The Nationally Determined Contribution was also adopted by Cabinet in 2015 to guide Namibia’s implementation of the Paris Agreement on Climate Change, containing important Renewable Energy Share targets and Greenhouse Gas Emission reduction targets, which were used to stimulate investment into renewable energy infrastructure. The NIRP, which broadened the energy mix was finalised in 2016 following which there has been a subsequent increase in small IPP project investments.

During the HPPII period, further efforts will be made to align the three energy policies to the NIRP, to create greater certainty for investors and infrastructure developers. Key policy considerations to drive larger private investments into the energy sector include the approved 2019 electricity supply industry restructuring from a Single Buyer (“SB”) to a Modified Single Buyer (“MSB”) structure, the full implementation of “Net Metering” and equitable connection of “Embedded capacity” at mines and REDs.

The historical focus of the Electricity Control Board (ECB) on the electricity sector, which only constitutes 20% of the spectrum of energy in Namibia, will be broadened through the enactment of an Energy Regulator Act, to the full scope of energy activities and resources. As a critical enabler of growth, energy policies and strategies need to assume a firmly integrated position across all pillars of HPPII.

**The Energy Goal achieved significant progress during the HPPI period. The desired zero load-shedding outcome has been achieved, while installed electricity generation capacity was increased from 400 MW in 2016 to over 624 MW by 2020.**

## ACTIVITIES

Secured and Cost-Effective Energy Supply will be achieved through the following 4 Activities:

**Activity 1: Increasing local electricity generation capacity from 624 MW (2020) to 879 MW by 2025** will be achieved through the following actions:

- a. Commission 50MW of IPP projects under the MSB programme **during HPPII.**
- b. Commission additional 220MW generation capacity by NamPower **by 2025.**

The planned projects for the additional 220MW generation capacity include:

- 40 MW Biomass Bush to Electricity Project – Tsumeb
- 50 MW Anixas HFF peaking plant expansion – Walvis Bay
- 40 MW Wind Generation Project – Lüderitz
- 20 MW Omburu Solar PV plant- Omaruru
- 20 MW Khan Solar PV plant – Usakos
- 50 MW Wind IPP Project – Lüderitz



**Activity 2: Electrify 6,000 rural and 13,000 peri-urban households by the end of HPPII.**

**Activity 3: Electrify 213 new schools and health facilities by 2025.**

**Activity 4: Achieving greater level of coordination to unlock national energy potential** will be achieved through the following actions:

- a. Finalise National Electrification Policy and deploy the National Electrification Funding Portfolio.
- b. Finalise National Electricity Master Plan.
- c. Finalise following Policy Papers and Regulatory Framework towards National Electricity Master Plan (NEMP):

- Update National Integrated Resource Plan **by 2021.**
- Enact the Energy Act and Energy Regulatory Act **by 2022.**

Moreover, additional generation capacity will be investigated through PPP and other frameworks during the HPPII period and beyond. Potential projects for private funding would be:

- Feasibility Study on 100–150MW Concentrated Solar Power plant;
- Feasibility Study for 300MW Solar Park as Phase 1 of a larger regional Solar Park project of up to 5GW;
- 10–40MW Biomass generation projects; and
- 20–50MW solar PV and wind projects.



## GOAL 2:

### SECURED AND COST-EFFECTIVE WATER SUPPLY

#### Situation Analysis

Advances in prioritising water supply have been made through a Cabinet Committee on Water Supply Security (CCWSS) appointed in July 2016. The Committee has made progress in advancing water solutions for Central, Central Coast, Central North and North East parts of the country. HPPII was characterised by severe drought conditions and solutions have therefore involved short, medium and long term programmes. Projects funding under HPPII includes Public-Private Partnerships, Development Finance Institutions and donor interventions. Projected shortages of water in all regions and the critical dependence on the water of communities and industry require utmost priority by all stakeholders.

Most parts of Namibia were fortunate to receive good rainfall since the beginning of 2020/21 rainy season. Runoffs in almost all the rivers, feeding the larger dams, were exceptional to such extent that most of the larger dams were filled to capacity and some even overspilled. These include among others, the Naute, Oanob, Swakoppoort, Friedenau and Omatako dams. Moreover, the newly completed Neckartal dam was filled to capacity and eventually overtopped. The Von Bach dam has almost reached its capacity and these filled up surface water resources should be able to sustain supply to the communities that they serve for the next three to four years.



Early indications show that most of the underground aquifers in the country, except those in the northwestern parts where little rainfall was recorded, have been substantially recharged. Some water supply shortages to the smaller communities in the rural areas of the northern Erongo and Kunene regions still exist and are being attended to by the relevant authorities.

Although the recent rains have brought great relief in general, water supply to many parts of the country remains under pressure over the medium to long term as demand for water in these regions, which include the central, central coastal areas and the more densely populated northern regions remain under threat. Government programmes are ongoing to timeously develop additional sources of supply, to

meet the expected growth in demand for water. In this regard a water security development programme in excess of N\$5.9 billion has recently been announced. This programme will be carried out over the next five years with the financial assistance of the German Government and the African Development Bank.

There has been no substantial recharge to some of the main aquifer systems, particularly those in the coastal areas of the country. Mines that make extensive use of water are not operating at full capacity. The uranium sector, in particular, is most affected by water shortages. The desalination plant at the coast cannot supply adequate water for both domestic and industrial consumption.

## ACTIVITIES

Water provision is a public utility function that the State provides primarily through the Ministry of Agriculture Water and Land Reform and NamWater. A strong partnership has been developed during the HPPI with the German Government, KfW and the African Development Bank in supporting water infrastructure development. A Funding package of N\$8 Billion has been agreed upon between these parties for urgent projects. The implementation of projects under the CCWSS has commenced and will be completed **by 2025**.

**Activity 1: Ensure Access to Water for Human Consumption and Industrial Activities** will be achieved through the following actions during the HPPII period:

- a. Expand rural water supply infrastructure to increase access to potable water.
- b. Commence Phase 1 development of the Ohangwena aquifer.
- c. Complete the permanent pumping installation at Calueque dam to secure water supply to this region for the long term.
- d. Refurbish and upgrade the Calueque to Oshakati canal system.
- e. Develop Abenab aquifer and link it to the ENWC.
- f. Double up existing direct potable water reclamation works in Windhoek.
- g. Replace existing Reservoirs and establish a Purification Plant at Rundu.
- h. Commence Phase 1 of National seawater desalination plant by either purchasing and upgrading the Orano Plant or building a new plant.
- i. Extend and upgrade Oshakati Purification Plant **by 2025**.
- j. Omdel-wotkasbaken pipeline replacement
- k. Construction of Kuiseb collector 2 Schawrzekuppe Swakopmund Phases 2b and 3



Moreover, as stated under the Economic Advancement Pillar, there is potential to mobilise private funding through the PPP and other frameworks for ring-fenced water projects, such as desalination and water reclamation plants. Water supply security at the Coast has become an urgent priority with mining output severely constrained by water shortages. Based on the priorities of the CCWSS and PPP Committee, potential projects for private funding and PPP would be:

- a. Build 30-50 million m<sup>3</sup> per annum seawater desalination plant or purchase and upgrade Orano desalination plant.
- b. Direct Potable Reclamation project at Windhoek
- c. Green Schemes.



### GOAL 3:

## STRENGTHENING NAMIBIA'S POSITION AS A TRANSPORT & LOGISTICS HUB

### Situation Analysis

The strategic positioning of Namibia as a transport and logistics hub has catalysed significant investment in the Walvis Bay and Lüderitz seaports and roads, rail and selected airports during HPPI. Road infrastructure has also been upgraded and expanded, and some upgrading of rail infrastructure has commenced. The rail transportation system remains underdeveloped and requires significant investment during HPPII. Investments into the port, airport and road infrastructure are likely to achieve better value-for-money outcomes through PPPs and private funding options.

Namibia has a well-established road network of 48,875.27 Km, where road construction and maintenance adhere to international standards. In road infrastructure, the country is rated number 1 on the continent by the World Economic Forum (2019). The majority of towns and communities can be accessed via a road network and the country is linked by road to Angola, Zambia, Zimbabwe, Botswana, South Africa and the Democratic Republic of Congo. Namibia has four corridors, namely the Trans-Kalahari via Botswana, Trans-Caprivi, Trans-Cunene via Angola to DRC and Trans-Oranje via South Africa, linking to SADC countries. Due to low traffic volumes,

the majority of roads are untarred. The distribution of road surfaces is as follows:

- 6,664 kilometres standard bitumen road;
- 412 kilometres low-volume bitumen road;
- 25,710 kilometres standard gravel road;
- 11,460 kilometres earth-graded road; and
- 288 kilometres of salt road.

During HPPI, an additional 1,192 Km were added to the national road network. Over 1,480 Km of roads will be upgraded during HPPII to improve accessibility across the country. Government is upgrading the railway network to double the volume of cargo transported between Walvis Bay-Kranzberg-Tsumeb-Oshikango, and Kranzberg-Windhoek. In addition, Government is rehabilitating the track between Tsumeb-Kranzberg-Walvis Bay. This refurbished and upgraded railway track will contribute to the efficient operation of the Trans-Kalahari Corridor network.

The Corridor stretches over 1,900 Km along Walvis Bay – Windhoek – Gaborone – Johannesburg and Pretoria. It is supported by a railway line from the Port of Walvis Bay to Gobabis (via Windhoek), where transshipment facilities are available and continues from Lobatse in Botswana.

## ACTIVITIES

Strengthening Namibia's Position as a Transport and Logistics Hub will be achieved through the following 2 Activities:

### Activities 1: Completion of ongoing bitumen roads.

- a. Complete upgrading of the Windhoek-Okahandja road to the dual carriageway. The 27 Km Section 4 from Dobra River to Omakunde Interchange, with four major bridges and four interchanges, has been completed. Phase 4A extension is 21 Km, beginning from Omakunde River to Otjiwarongo interchange. This road will be completed **in 2022**.
- b. Upgrade Swakopmund-Henties Bay-Kamanjab road. Phase 1 was completed in February 2020, pending Omaruru bridge. Construction of the remaining portion of the road will not be complete due to financial constraints. The total length of this road is 402 Km.
- c. Upgrade Swakopmund-Walvis Bay road to the dual carriageway. This 30 Km road between Walvis Bay and Swakopmund (behind Dune 7) is being upgraded to a dual carriageway and will be completed **in 2021**.
- d. Upgrade Windhoek – Hosea Kutako International Airport road to the dual carriageway. Phase 1: The full project involves upgrading to the dual carriageway of the existing 51Km starting from Western bypass to Sam Nujoma Drive. The progress is currently at 80% and will be completed during HPP. Phase 2A is 19.5Km from Sam Nujoma Drive to Dordabis interchange. Owing to COVID-19 and challenges related to water access, progress stands at 7.5%. Completion is expected **during 2023**. Phase 2B

is 23.5 Km from Dordabis interchange to HKIA. Construction is scheduled to begin at the end of Phase 2A, which is due for completion **in 2023**. Completion timeframe is expected to be **40-50 months**.

- e. Complete Gobabis-Aranos Road. The MR40, Aminuis-Aranos Road is Phase 2 of Gobabis – Aranos 245 Km road that is being upgraded to bitumen. Phase 1 covered 110 Km and the construction was completed in 2018. Phase 2 covers 135 Km and commenced in January 2020. It will be completed **in 2025**.

### Activity 2: Complete the ongoing refurbishment and upgrading of the railway infrastructure to SADC standard by 2025.

- a. Upgrade Walvis-Kransberg-Tsumeb rail network to SADC standard **by 2023**. The project comprises the upgrading of the railway line between Walvis Bay and Kranzberg, consisting of approximately 600 Km. The project will improve the capacity of the line to 18.5 tonnes per axle (TAL) and maximum train speeds of maximum 80km/hour for freight and 100km/hour for passengers.
- b. Upgrade the Sandverhaar-Buchholzbrunn rail connection **by 2025**. The project comprises the upgrade of the railway line between Sandverhaar-Buchholzbrunn. The project will contribute to improving the capacity of the line to 18.5 tonnes per axle (TAL) and maximum train speed of max 80km/hour for passengers.

**GOAL 4:****EXPAND COVERAGE TO INFORMATION & COMMUNICATION TECHNOLOGIES****Situation Analysis**

The Information, Communications and Technology sub-pillar has seen some real progress during the HPPI period. Nevertheless, the exponential advance of ICT technology as a catalyst for innovation and economic growth calls for continuous investments into the sector. Low rankings in the Global ICT Index (118) and Global Cybersecurity Index (141) call for a targeted reform as we embark on the 4th Industrial Revolution. The pending Cybercrime Bill, the absence of open access guidelines, usage and affordability for rural schools, health facilities and public offices have undermined progress on e-services.

The cost of entry-level mobile broadband in SADC ranges from 1.8% to 126.4% of Gross National Income (GNI) per capita with only two SADC countries (Mauritius and South Africa) having achieved the UN target of 2% of GNI per capita.

Namibia has invested in the modernisation and expansion of telecommunications. International satellite services link Namibia to telecommunication services worldwide. Namibia boasts a 98% digital telecommunications infrastructure, which provides direct dialling to most places in the world. Namibia has cellular coverage in most towns and road coverage along virtually all the major routes in the country. Namibia's cellular network service providers have installed a fibre optic cable technology across the country.

Namibia enjoys over 100% mobile telephony penetration with about 70% of users accessing the Internet through various technology platforms and services offered by over 26 licensed telecommunication service providers.

**ACTIVITIES**

Expand Coverage to Information & Communication Technologies will be achieved through the following 3 Activities:

**Activity 1: Implement 'Open Access Network' infrastructure sharing regime in a bid to champion Universal Broadband Access by 2025.**

- a. Establish a Special Purpose Vehicle to financing ICT infrastructure.
- b. Implement infrastructure sharing regulations.

**Activity 2: Facilitate a safe and robust ICT ecosystem**

- a. The Cyber Crime Bill will create a framework to regulate cyber activities. This Bill will provide for the establishment of the National Cybersecurity Incident Response Team with necessary infrastructure/facilities. Enact the Cyber Crime Bill **by 2021.**
- b. The Data Protection Bill to provide for the processing of information relating to individuals to protect the fundamental rights, freedom and right to privacy. Enact the Data Protection Bill **by 2021.**



- c. Develop a Cyber Security Strategy and Awareness Creation Plan **by 2021** to improve the protection of data and citizen safety in the cyberspace.
- d. Establish National Cyber Security Incidence Response Team **by 2022**, which will be an official national coordinating point for cybersecurity matters, threats, incidents and information.

**Activity 3: Attain 95% Digital Television broadcasting network to all Namibian households**

- a. Roll out Direct-To-Home (DTH) television service to compliment the existing Digital Terrestrial Television (DTT) service by combining the present primary signal distribution to transmitter stations with the DTH service on one satellite.
- b. Mobilise resources to set up DTH infrastructure (i.e. Uplink of High Power Amplifiers [HPAs] and dishes & Downlink sites) in a scalable method for future channel expansions.
- c. Procure DTH decoders as consignment stock.
- d. Disseminate Government information to the public on all the NBC platforms.



Namibia has a well established road network of 48,875.27 Km, where road construction and maintenance adhere to international standards. In road infrastructure, the country is rated number 1 on the continent by the World Economic Forum Global Competitive Report Index of 2020.”



# PILLAR 5



# **INTERNATIONAL RELATIONS AND COOPERATION**



## International Relations and Cooperation

### INTRODUCTION

On 21 March 1990, Namibia entered the international community of nations as an independent country. Over the past 31 years, Namibia has executed a foreign policy strategy based on a diplomatic footprint that has grown in leaps and bounds with the objective of strengthening the foundations of peace, progress and economic prosperity in the Namibian House. Moreover, Namibia has made use of its diplomatic presence in favour of tangible contributions to the maintenance of peace, security and human progress. During his inauguration as the third President of the Republic of Namibia, President Hage G. Geingob articulated his vision through the metaphor of a Namibian House in order to accelerate the creation of the necessary conditions that would lead to the material improvement of all Namibians. Notwithstanding the achievements of the previous Presidencies, every place of dwelling needs constant maintenance to fortify it against natural wear and tear and, where necessary, to accommodate the demands of a growing family.

Over the past six years, which have been challenging due to persistent droughts, slow economic growth occasioned by the global commodity crisis, the diplomatic footprint of the Government in line with the Harambee Prosperity Plan I was geared towards guaranteeing the national interest against independent intervening variables, of which some emanate from the regional, continental and global environments. Through the implementation of the Policy on International Relations and Cooperation of 2016 and Harambee Prosperity Plan II, the Government has continued to spare no efforts to maximize the benefits it derives from its diplomatic engagements, and in particular, economic diplomacy, in order to advance the socio-economic conditions of the inhabitants of the Namibian House.

The International Relations and Cooperation Pillar under HPPI was implemented under difficult conditions. Similarly, its implementation under the HPPII will unfortunately be implemented under more challenging conditions with

COVID-19 posing grave risks to the economic growth agenda of the past six years. This implies bolder and urgent execution of plans through better prioritization and “doing more with less”. In continuity with HPPI, and in light of the emergent challenges, Pillar 5 will continue to harness Namibia’s diplomacy in favour of economic recovery and growth.

### Situation Analysis

The strength and foundation of our economic diplomacy rests at the national level. The objective of national development, which is at the centre of economic diplomacy is described and outlined in Vision 2030 and the successive NDPs, the Growth at Home Strategy, the Policy on International Relations and Cooperation, the SWAPO Party manifesto and various other policy statements and legal frameworks put in place since 1990. In leveraging our economic diplomacy, critical sectors in the green economy, mining, tourism, information and communication technology and the blue economy will be reprioritized in order to create employment opportunities for sustained economic growth.

### Bridging the gap

Under HPPI, the Government undertook to ensure that Namibia continues to be a respectable and trusted member of the international community by honouring its obligations and for the international community to support its efforts of translating political independence into economic independence. These goals were pursued through various strategies, thereby enabling the country to gain global respect and raising its diplomatic profile, especially at the multilateral level. To buttress the successful execution of the foreign policy strategy and a growing diplomatic profile, Namibia serves on several continental and global initiatives, including the High-Level Panel on the Sustainable Ocean Economy and the Africa Renewable Energy Initiative (AREI).



Namibia reaffirmed and resolutely defended multilateralism, primarily through membership of the Southern African Development Community (SADC), the African Union (AU) and the United Nations (UN), and has contributed to the resolution of political disputes and conflict management abroad. Tangibly, during the period of HPPI, President Geingob Chaired SADC, with Namibia playing an important role in the successful conclusion of the 2018 Presidential and National Assembly elections in the Democratic Republic of Congo (DRC), culminating in the first peaceful transfer of power since independence in 1960. Moreover, President Geingob used the offices of the SADC Chair to emphasize pacific elections in the Comoros Islands, Madagascar and the respect for democratic processes and institutions in SADC member states. Namibia has maintained participation in AU and UN peacekeeping missions and will continue during HPPII.

Namibia maintained firm solidarity with the people of Palestine, reiterated support to end the embargo against Cuba, condemned the counterproductive sanctions against the people of Zimbabwe and together with SADC members convened an International Solidarity Conference with the people of Western Sahara in South Africa in October 2019. Efforts to end injustice against the oppressed people of the world will remain at the centre of foreign policy during HPPII.

Guided by the desire to deliver Prosperity for All, Namibia has raised awareness at multilateral fora about the misclassification of the country, as Upper Middle Income and will continue to do so with countries that face similar development challenges arising from unfair classification until the matter is revisited.

Namibia remains committed to reducing carbon dioxide emissions into the atmosphere and has secured funding from the Green Climate Fund to support climate resilience for communities. The country continues to build on its association with United Nations Security Council Resolution 1325 on the role of Women in Peace and Security. Thus, the decision to establish a Women Peace Centre in Namibia will strengthen the country's National Action Plan in this regard and make meaningful

contribution to our international responsibility under the UN Charter to promote peace and security.

The destiny of Namibia is interwoven with that of Africa and the country continues to actively participate in regional and continental integration processes through Agenda 2063: The Africa We Want and its goal of achieving "An Integrated, Prosperous and Peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena".

Namibia is part of the global community and therefore not immune to transnational threats and global challenges, including the COVID-19 pandemic. COVID-19 has eroded some of the gains of HPPI and NDPs. During this period of global uncertainty, the way forward requires new ways of working and tangible actions to ensure economic survival. This notwithstanding, commerce and trade remain integral to the success of nations. The key challenge for Namibia's economic diplomacy is to devise meaningful ways to strengthen the commercial and trading position of the Government for economic recovery.

To this end, Namibia will optimize its diplomatic footprint across the five continents by placing greater emphasis on economic interests, as embodied in the Policy on International Relations & Cooperation. Economic diplomacy will also have to address the structural challenges and vulnerabilities posed by the COVID-19 pandemic to the domestic economy and the integration of the country into global value chains.

Namibia's economic diplomacy strategy is based on an integrated approach of bilateral, regional and multilateral diplomacy and cooperation, with the aim of growing exports and investment activities related to exports. On all the above, the Foreign Service is indispensable to the attainment of an increase and expansion of exports and the deepening of commercial interests with other countries.



## **GOAL 1:** Enhance Economic Diplomacy for Economic Recovery

In optimizing economic diplomacy for economic recovery, the following operational and diplomatic actions at national, regional, continental and global levels will be undertaken:

### **Activity 1: Operational Adaptation: Working as One**

- a. Economic diplomacy requires aggressive and effective engagement with regional and global partners to harness the potential of trade and investment opportunities to create sustained economic growth and sustainable development at domestic level. To this end, operational adaptations will be required through the creation of a national economic multi-stakeholder coordinating platform for targeted trade and investment promotion. An inter-ministerial platform to holistically consider issues of national priority and better coordinate our economic diplomacy in order to provide timely information and services to investors and all our stakeholders.
- b. A key factor to be considered within the attractiveness of potential industrial opportunities shall be their potential to insert themselves within global value chains where Namibia has and or will have a comparative advantage. Such value chains can ultimately brand Namibia as the hub for certain products. To enhance working as one, Namibia shall create a nexus between the Foreign Service personnel and local business communities.

### **Activity 2: Enhancing conditions for prosperity**

The difficult situation that “Upper Middle-Income Countries” like Namibia find themselves in, needs to be redressed in order to augment national efforts for poverty eradication. While the concept might be valid, its application does not take into account the vast disparities between the wealthy and the poor

in the country accounting for the skewed economic structure. This classification continues to disadvantage Namibia’s ability to access soft loans, while countries regarded as less developed are eligible to receive grant funding. On the contrary, measures such as the UNDP Human Development Index provide a more accurate assessment of development per capita. The country shall develop a strategy to lobby at multilateral fora for the reconsideration of this classification.

### **Activity 3: Optimizing Regional Integration**

- a. There is an inextricable link between peace and security on the one hand, and sustainable development on the other. Hence, Namibia will continue to participate effectively and promote the SADC Regional Indicative Strategic Development Plan, which deals with social and economic integration, including the Strategic Indicative Plan of the Organ for Politics, Defence and Security dealing with peace and security.
- b. During HPPII, Namibia will work within Regional Security Arrangements to create a collective security framework based on the SADC Protocol on Politics, Defense and Security Cooperation. As and when necessary, Namibia will participate in regional and international Defence and Security initiatives, towards peacekeeping operations within the SADC, AU and UN.
- c. To firmly position Namibia as a logistical hub, Namibia will firmly support the development and maintenance of transport infrastructure and services, to deepen integration, to embed regional connectivity and value chains. The country will continue to accentuate relevant sectors in the SADC Regional Infrastructure Development Master Plan.
- d. Informed by the SADC Industrialization Strategy and to continue to create youth employment, in line with the theme on “Promoting Infrastructure Development and Youth Empowerment”, from the 38th SADC Summit which Namibia Chaired, will be spearheaded at SADC deliberations and mainstreamed at other multilateral fora. This strategy will be bolstered by strong participation



from the private sector as well as through concerted efforts at promoting vocational training in areas relevant to the productive sectors of the economy. The objective will be to empower the youth with skills that would enable them to be both self-employable and marketable to relevant sectoral opportunities in the economy.

#### **Activity 4: African Economic Integration**

Through the African Union, Namibia will continue to play its role in ensuring that the Union delivers on Agenda 2063: The Africa We Want. The launch and operationalisation of the African Continental Free Trade Area (AfCFTA), the Single Air Transport Market as critical priorities of Agenda 2063 and flagship projects for the continent, Namibia stands ready to take advantage of these opportunities. To derive maximum benefit from African economic integration, Namibia will enhance economic diplomacy by establishing a diplomatic and commercial presence in Africa's sub-regional economic hubs by 2023. Furthermore, as a coastal state, Namibia will position herself to optimize the opportunities of the blue economy in Africa and beyond.

#### **Activity 5: Bilateral cooperation**

Bilateral partners offer the best avenues for deepening trade and commercial ties that would contribute meaningfully to the economic recovery of Namibia. In addition to strengthening mutually beneficial relations with bilateral partners, through existing platforms of bilateral consultations and cooperation, specific countries, based on sectoral analyses, will be identified to unlock the potential of increased trading and markets for recovery.

In that vein, Namibia will undertake a comprehensive review of bilateral agreements to ensure that they are aligned with developmental needs and formulate country-specific policies to optimise bilateral cooperation through strategic partnerships. The country will sharpen strategies of engagement with bilateral partners, while exploring new opportunities for bilateral cooperation,

including leveraging relationships to secure scholarships, internships and training opportunities for young Namibians with foreign companies and international corporates. Namibia will continue to utilize structured bilateral and high-level platforms, including Bi-national Commissions and Joint-Commissions on Cooperation (in pursuit of national priorities. Youth development as a priority will be integrated into framework agreements for cooperation with bilateral partners.

#### **Activity 6: Targeted Multilateral Diplomacy**

Namibia will remain committed to strengthening the multilateral system as the best avenue for building consensus and problem solving for the shared challenges of humanity. COVID -19 has reaffirmed the critical role of international cooperation and collective action in addressing transnational threats to security and development. The United Nations and its Specialized Agencies are among the bedrocks of multilateralism and remain indispensable instruments of cooperation amongst Member States. To increase Namibia's benefits from multilateral cooperation, the Government will re-align focus to proactively leverage technical cooperation in crucial areas of national interests such as the blue economy, climate change, agriculture, nuclear technology, environment, energy, education, logistics and ICT.

Namibia will remain steadfast in solidarity with the oppressed people of the world who remain under overbearing policies of aggression and economic sanctions. Freedom is non-negotiable. As a child of international solidarity, Namibia holds on to the conviction that freedoms denied to one are denied to all. Namibia renews her call continue to support those people who are denied their rights to self-determination.



**“Namibia will optimize its diplomatic footprint across the five continents by placing greater emphasis on economic interests.”**





# **EXECUTION, MONITORING & EVALUATION AND REPORTING**





## INTRODUCTION

The Government acknowledges the critical role that execution, monitoring & evaluation and reporting (collectively referred to as “M&E”) plays in improving the delivery of public goods and services. Conducting good M&E provides indispensable information that can be used to improve programme planning, implementation and reporting. Lessons drawn from the HPPI Final Report, pertaining to implementation of the Plan include:

1. Limited capacity within implementing agencies for thorough M&E function;
2. Sub-optimal cost-eficiency in contract negotiations, time-management and reporting;
3. The absence of a holistic Project Management approach to implementation; and
4. Inadequate resourcing of the M&E function, a critical component for successful delivery of the HPPI.

These experiences and others necessitate a re-engineering in Government’s calibration to the M&E function. The M&E Chapter under HPPII therefore aims to maximize outcome and impacts and ensure cost-effective delivery.

Pursuant to the Cabinet Retreat, convened by His Excellency President Dr. Hage G. Geingob in December 2020, clear priority themes emerged that require immediate consideration, to deliver improved public service for all Namibians. The Retreat acknowledged the need for the creation of “Delivery Unit(s)”, deliberated on the concept as a means to improving the implementation rate and resolved to consider the establishment of such a Unit. A professional level of execution capability and service delivery was identified as a key element to unlocking an effective culture of M&E.

The focus of the PDU will be the delivery of expected outcomes relative to the goals and activities of HPPII. This expectation will be achieved through the crafting of project management plans for each of the goals under the five respective pillars.

Further, performance dialogues and Improvement Plans on areas lagging behind, will be integrated into the Performance Agreements of Ministers and Senior

Government Officials and be subjected to Quarterly Reviews. Ultimately, progress reports will be further extended to citizens through established communication channels.

This Chapter outlines the establishment of a Performance Delivery Unit (the Unit/PDU), which is envisaged to meaningfully support planning, execution, augment monitoring & evaluation, closeout and reporting on all goals and projects under HPPII. Given the focused nature of programmes contained in HPPII and the need for impactful implementation of an economic recovery plan, the success of the Plan will be dependent on the expeditious implementation of catalytic developmental projects, with a large multiplier effect.

### 1. Benefit and Value Proposition

Programme management is the coordination of related (individual) projects that are grouped together. The HPPII Programme consists of a collection of Projects, that are to be managed as a group, in order to achieve economies of scale, conformity to standards and integration into existing frameworks, institutional arrangements and platforms. In this regard, the M&E function is aligned to the principles of Integrated National Performance Framework and requires tight integration to the efforts of the NPC and the OPM. Coordination of individual projects will increase the probability of overall success.

The primary benefit to Government of implementing a PDU is to holistically monitor implementation and reporting of the Plan, including prioritised projects. In summary, the benefits of a well-functioning PDU include:

- a. Improving overall visibility and transparency of the HPPII programme.
- b. Enhancing performance (time, cost, quality, risk) by implementing a standardized and consistent approach to reporting.
- c. Improving integration, coordination and tracking of project activities, by responsible OMAs.
- d. Delivering HPPII projects within time, cost and quality parameters agreed upon commencement.
- e. Integration of individual project requirements, deliverables and performance into a purpose-built HPPII dashboard that will provide overall Programme performance data and streamlined control.



- f. A centralised document repository, ensuring efficient project information is communicated to and shared with relevant stakeholders.
- g. Compiling and delivering of HPPII Quarterly and Annual Reports.
- h. Effectively communicating outputs in a credible, accessible and engaging manner.
- i. Maintain a lessons learnt register.

Considering the prevailing economic climate, implementation and delivery of the HPPII is an ambitious undertaking, of both financial and project resourcing. Numerous projects and activities will be implemented concurrently, each with its own set of inputs, timeframes, constraints, risks and deliverable outcomes. The delivery of Projects committed to during this period will require inputs from multiple OMAs, creating a complex coordination process. This potential project risk will be mitigated by managing each goal through the 49 Project Management Book of Knowledge (PMBOK) international best practices.

Time management of projects under the PDU will stand to create efficiency gains and direct savings to Government, through the avoidance of cost-overruns, delays and penalties from extended legal disputes. Ultimately, a focused and competent Unit supporting OMAs to deliver on strategic developmental projects in key sectors, will not only strengthen public sector institutional capacity but will, over time, increase stakeholder and public confidence, in the delivery of public goods and services.

## 2. Envisioned Delivery Unit Construct

HPPII performance indicators and targets are cascaded into the Performance Management Agreements of Ministers for high level accountability and reporting on quarterly basis. The OPM will ensure that there is alignment between Ministers' Annual Workplans and HPPII targets. Furthermore, the OPM will also ensure that there is cross-referencing of targets among Ministries (i.e., for many rural schools to go for online learning, Ministry of Mines and Energy, Ministry of ICT and Ministries of Education need to work together). OMAs are responsible for reporting on quarterly basis to OPM as per agreed timetables.

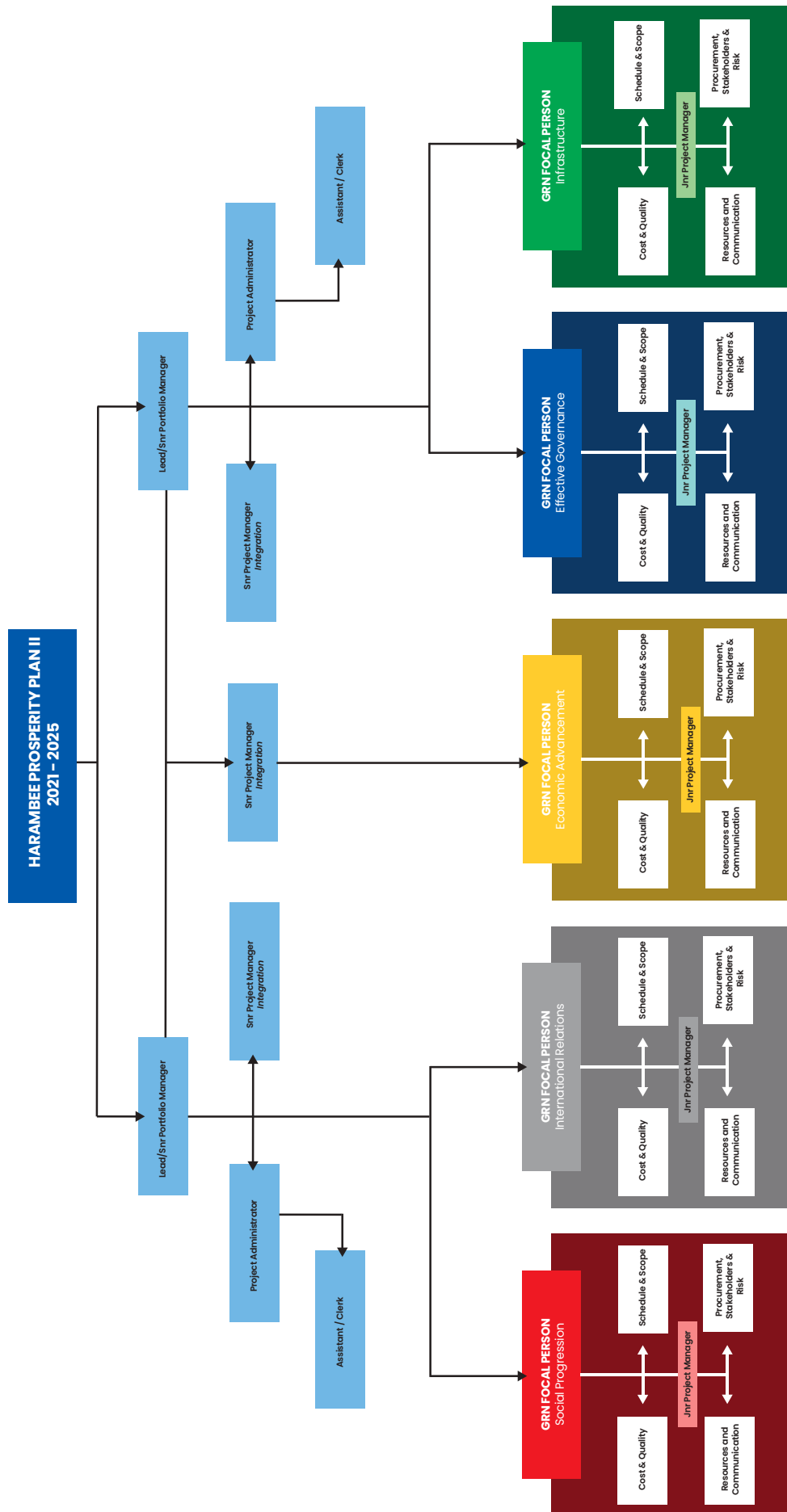
The Quarterly Reports will culminate into an Annual Report which forms part of the President's Annual State of the Nation Address (SONA).

The PDU will be driven by Presidential Advisors, supported by dedicated officials from the OPM, NPC, Ministry of Finance and other relevant sectoral Ministries, members from the Project Management Institute Namibia Chapter ([www.pmi-namibia.org](http://www.pmi-namibia.org)), interns from the Namibia Business School (NBS) and private sector experts to bolster capacity and skills transfer. For sustainability, it is envisioned that after the 3-year period, the NPC will integrate and lead the work of the PDU from 2025. This approach provides a tried and tested project management model, implemented across both the globe and commercial sectors, and epitomises a public private partnership approach to project management and problem solving.

Each of the Five pillars of HPPII, will have a focal person/ Government official. The focal person is expected to allocate a portion of their time to the PDU as part of a critical skills transfer objective of the PDU. These are middle to senior Government officials, with the necessary professional and/or educational alignment to Project Management, seconded to the Unit for a pre-determined duration. After the 3-year PDU programme implementation period, it is envisioned that the public sector focal persons would be adequately capacitated to continue the functions of the PDU and establish similar interventions within respective OMAs.



**This approach provides a tried and tested project management model, implemented across both the globe and commercial sectors, and epitomises a public private partnership approach to project management and problem solving."**



Above: Illustrative PDU Structure

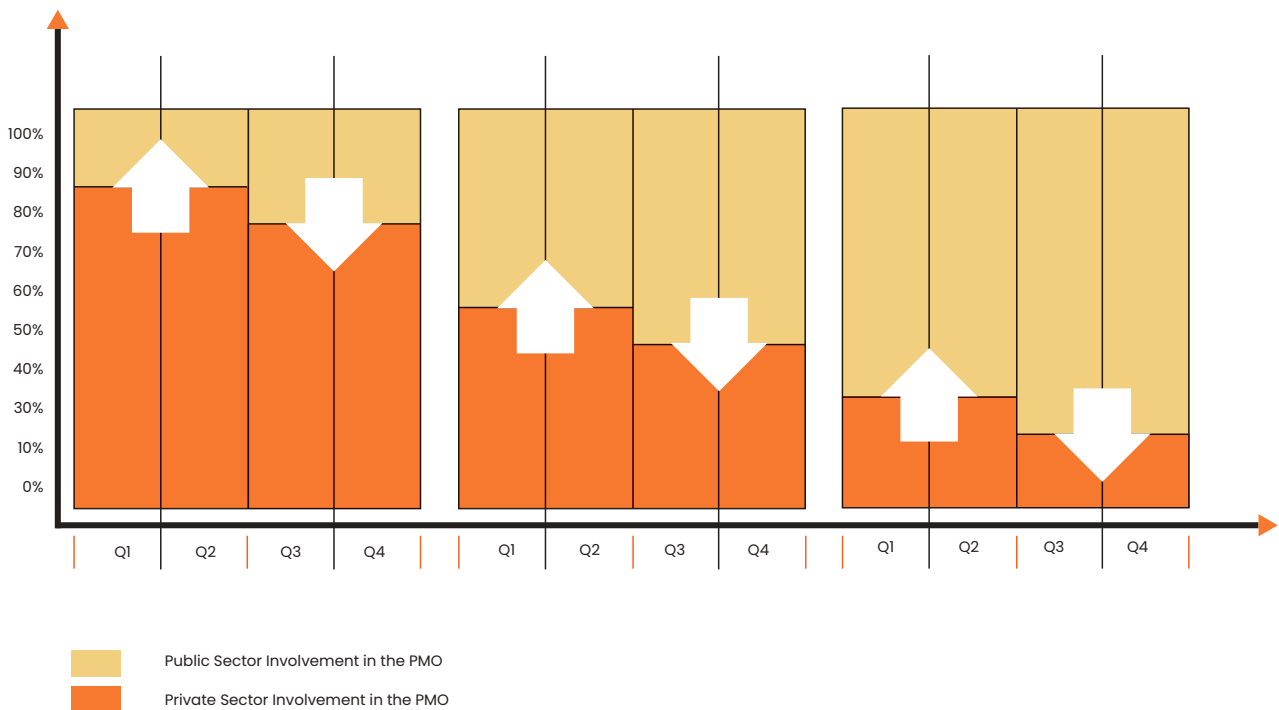


Over the life span of the PDU, the role and involvement of the private sector experts would reduce as more Government personnel are incorporated into the Delivery Unit structures. Below is an illustration of the skills transfer envisaged over the PDU lifecycle.

The cost to maintain the Delivery Unit over the MTEF, would reflect a reduction in external resourcing over the period. It is useful to note the following:

1. Government will resource the Delivery Unit, as primary funder.
2. Supplementary funding can be raised from development partners towards capacity development. Such support could include the secondment of professional resources and or financial support, to cover some of the PDU operational costs.
3. The cost of GRN staff is already covered, while some organizations have agreed in principle to provide resources in terms of manhours, reducing the need for financial resources.

The Delivery Unit is a supportive unit. While the respective OMA's will still be required to execute and allocate the resources to projects, the PDU will supplement and support them to ensure cross-cutting coordination and effective delivery on strategic projects. Skills transfer is a key objective and part of the mandate of the Unit. The PDU will conduct a sizeable amount of problem solving, resource management and coordination, using the 49 PMBOK processes, tools and techniques to deliver on projects on time, over the period.





## Expected Outputs from the PDU

The Unit is tasked to deliver the following key milestones:

- A holistic operating manual (Project Management Plan), stakeholder mapping and communication strategy in **the first quarter of the 2021/22 financial year.**
- A dedicated HPPII website with multimedia content to keep stakeholders abreast of key developments in **the first quarter of the 2021/22 financial year.**
- Monthly update reports to Presidential Advisors
- Quarterly internal progress reports to the Prime Minister and the President
- Quarterly public progress reports (uploaded onto website)
- Annual Report for public consumption (uploaded onto website).

In conclusion, the Delivery Unit will be a critical success factor to the implementation and delivery of the HPPII Programme and beyond, which aims to engender economic recovery, growth and ultimately, prosperity for all Namibians. Government is required to deliver more, with less, hence project management is essential to delivering desired outcomes. Government is further cognisant of the need to strengthen project management skills across implementing OMAs. The introduction of a PDU is one way to sustainably transform the Project Management, Reporting, Monitoring and Evaluation functions of Government.



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# APPENDIX:





## APPENDIX 1: DETAILED IMPLEMENTATION PLAN – PILLAR 1 EFFECTIVE GOVERNANCE

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p>ACCOUNTABILITY &amp; TRANSPARENCY</p>	Entrench a culture of structured & accurate reporting to foster public trust
	Adopt & enact key policies & laws to provide comprehensive legal framework & certainty, including the enactment of the listed Policy & Bills
	Encourage Private Sector subscription to International Environmental, Social & Governance principles (ESG) to measure the sustainability, social & human rights impact of their investment or business
	Improve country's ranking on the Ibrahim Index on African Governance (IIAG)
	Retain the position as the country with the freest press in Africa as measured by Reporters without Borders.
 <p>STRENGTHENING THE ANTI-CORRUPTION MECHANISMS</p>	Develop and Implement the Second National Anti-Corruption Strategy & Action Plan (2021 – 2025)
	Enhance existing Whistle-Blower & Witness Protection legal and policy framework.
	Strengthen institutional capacity of public procurement agencies (expertise and oversight)
	Improve the country's ranking on the Corruption Perception index as measured by Transparency International



	Specific Actions/milestones	Responsible OMAs
	"Revise & standardize document template for Disclosure of Assets & Interests by 30 June 2021	OP & OPM
	100% updated & available OMA & PE websites, annually	OPM
	Table OMA & PE audited Financial Reports in National Assembly & disseminate to the public, annually	OPM/MoPE
	Namibia Equitable Economic Empowerment Bill, end FY2021/22	OPM
	Access to information Bill, end FY2021/22	MICT
	Land Reform Bill, end FY2021/22	MAWLR
	Namibia Investment Promotion Act, end FY2021/22	MIT
	National Informal Economy & Entrepreneurship Policy and attendant Act, end FY2021/22	MIT
	Cyber Crime Bill, end FY2021/22	MICT
	Data Protection Bill, end FY2021/22	MICT
	Private sector to develop modalities & action plan for subscription to the ESGF, end 2022.	NCCI
	Engage Mo Ibrahim Foundation to evaluate Namibia's Scorecard. Develop & implement a Roadmap of requisite reforms to improve scores on relevant dimensions, June 2021.	OP
	Review and adopt new Government Communication Plan, by October 2021.	MICT
	Review and implement Social Media Use Policy & Implementation Plan, by October 2021.	MICT
	Strengthening institutional capacity at the Prosecutor General's Office, NamPol and the Anti- Corruption Commission.	OP, OPM
	Enforcing political accountability by political parties through the compliance with the Electoral Act, 2014	ECN
	Subscribe to the Extractive Industries Transparency Initiative (EITI) and/or review applicable laws governing the extractive industries including Fisheries and Forestry to improve transparency and deepen public trust.	MFMR, MEFT, MME
	Identify designate States to enter into 10 cooperation agreements, regarding Witness Protection and Whistle-Blower protection, during HPPII period.	MoJ
	Enter into agreements with relevant institutions for the provision of services to facilitate Whistle-blower & Witness protection, during HPPII period.	MoJ
	Progressively operationalise the Whistle-Blower & Witness Protection Acts of 2017, during HPPII period.	MoJ
	Optimize implementation of the Public Procurement Act (simplify procedures & issue Regulations), by March 2022	MoF
	Develop Guidelines & criteria for emergency procurement & eligibility for procurement exemptions, by March 2022.	MoF
	Institute Public Procurement Performance Assessment Mechanism & publish consolidated performance report (all Public Entities), annually.	MoF & MoPE
	Enhance implementation & enforcement of Namibia's regional & international treaty obligations, during HPPII period.	OP, MIRCO, ACC

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p>IMPROVED PERFORMANCE &amp; SERVICE DELIVERY</p>	<p>Implement measures to improve innovation &amp; enhance productivity in the Public Service</p>
	<p>Assess national status of decentralisation, develop and implement Decentralisation Implementation Plan (DIP)</p>
	<p>Accelerate roll-out of key e-governance services at national and regional levels, including functional e-procurement, e-learning, e-health, e-business, social protection and civil registration and identification systems</p>
	<p>Encourage business sector to develop sector-based minimum standards to improve the quality of Customer Service, measure and publish a Customer Satisfaction Survey</p>
 <p>ENHANCED CITIZEN PARTICIPATION &amp; ENGAGEMENT</p>	<p>Institutionalize Civic Townhall Meetings &amp; convene meetings for all fourteen (14) regions</p>
	<p>Institutionalize structured Public-Private Dialogue Mechanism</p>
	<p>Develop Citizen Satisfaction Survey (CSS) Tool, conduct survey during the period and implement Remedial Action Plans based on Survey outcomes</p>
	<p>Provide feedback and avail country Review Reports by multilateral organisations, through public platforms and Ministerial websites.</p>
 <p>ENHANCING SECURITY &amp; RULE OF LAW</p>	<p>Strengthen law enforcement nationally</p>
	<p>Enhance border patrols and security at all points of entry</p>
	<p>Formulate and implement a coherent modernization plan for the procurement of modern military hardware</p>


	Specific Actions/milestones	Responsible OMs
	Set key performance Indicators with high impact on livelihoods & services delivery, end June 2021.	OPM
	Improve the focus of Performance Agreements and assessment to enhance the efficacy of the PMS.	OPM
	Implement non-monetary awards & recognition	OPM
	Drive Performance for Public Office Bearers and Senior Government Officials towards achieving a minimum 80% of the desired outcomes stipulated in Performance Agreements	OP & OPM
	Hold One-on-One performance feedback sessions between Political Office Bearers and Appointing Authority annually.	OP
	Strengthen rollout of PMS at Regional Councils and extend to Local Authorities, end March 2022	OPM, MURD
	Develop a roadmap by end June 2021.	MURD
	Coordinate the operationalisation of e-initiatives during the HPPII period	OPM
	Every second year	NIPDB & NCCI
	Regional Civic Townhall meetings once, every second year	OP
	Convene a Dialogue once a year	NIPDB
	Conduct CSS and implement Remedial Action Plans by end of March 2023.	OPM
	Identify country review reports that have significant bearing on the activities of HPPII and provide feedback annually.	MoDVA
	Provide required resources.	MoDVA
	Support law enforcement activities.	
	Participate in anti-poaching activities.	
	Intensify boarder patrols.	MoDVA
	Participate in boarder verification, affirmation and demarcation activities.	
	Provide security at entry points.	
	Intensify the conduct of specialised training.	MoDVA
	Develop Infrastructure	
	Repair and maintain equipment	



## APPENDIX 2: DETAILED IMPLEMENTATION PLAN – PILLAR 2 ECONOMIC ADVANCEMENT

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p><b>OPTIMIZING STEWARDSHIP OF NATURAL RESOURCES</b></p>	Establish a Sovereign Wealth Fund
	Support State-Owned Entities reform
	Review the existing regime for the allocation of fishing rights, quotas and mineral licenses
	Avail sufficient quantities of water for mining industry.
	Update a complete and accurate fixed public asset register.
 <p><b>ENHANCING PRODUCTIVITY OF PRIORITY ECONOMIC SECTORS</b></p>	Identify and prioritize investment into projects with high employment creation opportunities.
	Augment Namibia’s business rescue legislative frameworks, to limit economic scarring.
	Unlock the economic potential of the Agricultural sector
	Review policies and legislation to unlock the economic potential of communal land.
	Develop a portfolio of Public-Private Partnerships (PPPs) as a mechanism for the delivery of public goods and services.

Specific Actions/milestones	Responsible OMA
Finalise the framework for operationalisation of the SWF by end of the second quarter of the 2021/22 financial year	MoF
Approve a funding mechanism for SWF which could include proceeds from asset sales or royalties collected from the sale of natural and mineral resources by end of the second quarter of the 2021/22	MoF
List MTC on the Namibian Stock Exchange in the fourth quarter of the 2021/22 financial year	MPE
Develop a policy and attendant strategy to optimise the management of public enterprises and return on capital during the second quarter of the 2021/22 financial year.	MPE
The introduction of a transparent bidding process for allocation of fishing rights and quotas, and mineral licencing will require amendment of the Marine Resources Act, the Minerals (Prospecting and Mining) Act after extensive national consultations, and possibly the Public Procurement Act by fourth quarter of the 2021/22 financial year.	MME, MFMR
The Government will complete an initial feasibility study on a greenfield desalination plant in the fourth quarter of the 2021/22 financial year. Commensurately, Government will also explore the potential of meeting part of the water needs through a possible public private partnership (PPP) with the operators of the existing desalination plant in the Erongo region. Feedback on this approach is expected in the first quarter of the 2021/22 financial year.	MAWLR
An up-to-date register will contribute to the provision of current and informed options on how best to utilize said assets to engender the socio-economic advancement espoused under this pillar. The first register will be presented to Cabinet in the third quarter of the 2022/23 financial year.	MWT, MoF
Government policies, strategic plans, programmes and ministerial budgets should include an Employment Impact Assessment (EIS).	MoL
Public Procurement System gives preference to locally produced goods, including uniforms, building materials and to labour-intensive work, where possible.	MoF
A national 4IR country assessment will be commissioned to ascertain Namibia's digital labour profile, reskilling requirements and the impact of Artificial Intelligence on labour force dynamics and Future of Work by the fourth quarter of the 2021/22 financial year.	MoL
In anticipation of the risk of widespread liquidations in our economy, an urgent Business Rescue Task Force (BRTF), comprised of public and private sector players, will be established in the first quarter of the 2021/22 financial year	MTI
The BRTF will consider alternative funding instruments related to business rescue. A key objective of the review and thus the task force, will be to limit the number of jobs lost as a result of retrenchments and to safeguard a stronger entrepreneurial culture in Namibia. An initial draft of the review is expected by the fourth quarter of the 2021/22 financial year.	MTI
The Green Schemes hold the potential to unlock the production of high-value crops, contribute to the export market demands while creating thousands of jobs. The inclusion of the schemes into the priority list of PPPs to be developed by the PPP Unit shall be finalised in fourth quarter of the 2021/22 financial year.	MAWLR
Review and harmonise the following five (5) pieces of legislation: the Land Bill, Deeds Registration Bill, Wildlife and Protected Areas Management Bill, Namibia Investment Promotion Act and the Namibia Tourism Bill in an effort to attract foreign and local investment by the third quarter of the 2021 financial year	MAWLR
Present a portfolio 10 PPPs which will support the expedited provision of various public goods and services from public entities in a manner that optimises the fiscal resources to be leveraged from said public entities at a PPP conference to be hosted in the first quarter of the 2021/22 financial year.	MoF
Establish a project preparation fund to be housed under the Development Bank of Namibia. The Ministry of Finance shall seed the fund to the tune of N\$96 million throughout the HPPII period.	MoF, DBN
The NYS will identify all assets under management with a view to prepare projects identified. Initial engagements will commence in the second quarter of the 2021/22 financial year.	NYS

 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">DEVELOPING COMPLEMENTARY ENGINES OF GROWTH</p>	<p>Develop an implementation plan to attract private sector investment into the green and blue economy.</p>
	<p>Investigate the feasibility of Green Hydrogen and Ammonia as a transformative strategic industry.</p>
	<p>Design and offer competitive investment incentives to facilitate local and foreign direct investment attraction and retention.</p>
	<p>Establish a holistic National MSME Fund to support a coordinated enterprise development value chain.</p>
	<p>Lower Namibia’s cost of capital by executing the Integrated National Financing Framework (INFF) roadmap.</p>
	<p>Leverage Housing as a key catalyst to engender economic activity.</p>

	Identify a portfolio of green and blue projects to be developed in conjunction with local and International financial institutions and development partners by the fourth quarter of the 2021/22 financial year.	EIF, MoF, MEFT, MFMR
	An Inter-Ministerial Green Hydrogen Committee (GHC) shall be constituted in Q1-FY2021/22 to oversee the development of the Green Hydrogen opportunity	MME, MAWLR, MWT, MEFT
	A National Green Hydrogen and Ammonia Strategy shall be drafted by the end of Q3-FY2021/22.	MME, MAWLR, MWT, MEFT
	A detailed feasibility study shall be conducted and completed by 2023 with an Final Investment Decision (FID) expected in 2024.	MME, MAWLR, MWT, MEFT
	The development of the Southern Corridor Development Initiative (SCDI) vision shall be championed by the GHC and phase 1 of the concept will be completed by Q4-FY2021/22.	MME, MAWLR, MWT, MET
	A coordinated approach with Green Diplomacy is required to unlock support from countries with similar ambitions.	MME, MAWLR, MWT, MET
	The Namibian Investment Promotion Act will be finalised by Q4-FY2021/22 and will be accompanied by a new regime of Special Economic Zones which should attract global and regional investors alike.	MIT
n.	Establish holistic National MSME Fund by Q2-FY2021/22	MoF, DBN, NIPDB
	Following the DFA, Developing and implementing an integrated national financing framework (INFF).	NPC, MoF
	Development of the central securities depository, green and blue bonds, transition bonds, carbon credits and other innovative tools to fund the matching opportunities in Namibia	MoF, BoN
	Pursue activities that will accelerate the delivery of ultra-low-cost housing in various regions of the country as a means to catalyse economic activity and simultaneously boost the construction sector.	MURD
	Promote the infusion of the value engineering ethos into the accelerated provision of housing as a critical element to support sustainable stimulative economic activity	MURD



## APPENDIX 3: DETAILED IMPLEMENTATION PLAN – PILLAR 3 SOCIAL PROGRESSION

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 ZERO DEATHS FROM HUNGER POVERTY	Securing Household Food Security
	Consolidation of social grants and the Food Bank
	Regularise status of specified categories of undocumented & stateless persons
 DELIVERY OF URBAN LAND, HOUSING & SANITATION	Urban Land Delivery
	Informal Settlement Upgrading



Specific Actions/milestones	Responsible OMA's
Increase agricultural yields by providing rural extension services such as tractors, seeds and implements to communal farmers in the cropping regions, through the Namibia Mechanization Seed Improvement Programme (NAMSIP) Implementation Plan, over HPPII period	MAWLR
Facilitate implementation of the mandatory local content Procurement Directives by Government institutions, through the Agri-Marketing & Trade Agency (AMTA) over the HPPII period	MAWLR; MOF
Maintain School Feeding Programme, improve nutritional value of meals and extend Programme to all Secondary and ECD Centres (prioritizing centres serving marginalized and poor communities) by the end of the HPPII period	MEAC
Determine the Basic Wage Floor through public consultations, with a view to introduce a National Minimum Wage across all economic sectors by 2022.	MLIREC
Revise and convert the Food Bank, Special Feeding for Marginalised Communities and Marginalized Grant into a monthly cash transfer, as a first step to phase in a Conditional Basic Income Grant. This transitional BIG will be paid only to existing Food Bank and Marginalised grant beneficiaries, effective 2022.	MPEGEWCW
Develop central Information Management System (database) with all social grant beneficiaries to enhance efficiencies in planning, eliminate duplications and assess impact on poverty and income inequality, by 2022	MPEGEWCW
Enact relevant time-bound legislation to regularise the status of stateless and undocumented persons, with relaxed requirements for the acquisition of citizenship by 2022	MHAISS
In collaboration with local, regional and national structures, register undocumented (including stateless) persons in a functional register to the Population Register throughout the HPPII period	MHAISS
Intensify mobile birth and ID registration outreaches to remote areas in order to regularize the status of at least 50% of undocumented and stateless persons (according to nearest Census data point), by the end of HPPII.	MHAISS
Conduct review of the National Housing Policy and develop an Urban Land Reform Policy and Programme in 2021, to address among others, urban design concepts, minimum size of erven and mixed developments for more efficient land use.	MURD
Local Authorities, GIPF, Shack Dwellers Federation of Namibia, Development Workshop and property developers will service 24,000 erven by the end of the HPPII period countrywide and in particular in Windhoek, Walvis Bay (Otweya and Farm 37), Otjiwarongo, Gobabis, Eenhana, Ongwediva, Ondangwa, Oshakati, Grootfontein and Rundu.	MURD
Proclaim 84 townships with economic viability by the end of the HPPII period.	MURD
Formulate a National Informal Settlement Upgrading Strategy in collaboration with the National Alliance and other stakeholders by end of 2021.	MURD
Scale up formalization/upgrading of 5 existing informal settlements countrywide throughout the HPPII period by rolling out the Flexible Land Tenure System and issuance of Certificates of acknowledgement of Land Occupational Rights which will be translated into Title Deeds to inhabitants residing in informal settlements, throughout the HPPII period.	MURD
Prioritize surveying and sub-division of land into erven and installation of basic services incrementally, starting with communal, prepaid water points, throughout the HPPII period.	MURD

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p>DELIVERY OF URBAN LAND, HOUSING &amp; SANITATION</p>	<p>National Housing Delivery</p> <p>Sanitation and Bulk Infrastructure</p>
 <p>IMPROVED ACCESS TO PUBLIC HEALTHCARE</p>	<p>Improve and increase Public Health Infrastructure</p> <p>Modernise Central Medical Store</p>

Specific Actions/milestones	Responsible OMA
Deliver 20,000 housing units countrywide by the end of the Harambee period, through the following public and private stakeholders: National Housing Enterprise, Government Institutions Pension Fund [GIPF], Schack Dwellers Federation of Namibia, Ongos Valley, Regional Councils and Local Authorities and other private sector developers.	MURD
Allocate completed Mass Housing Development Programme units at Swakopmund (505 units), Otjomuise Ext 10, Windhoek (362 units) and Opuwo (24 units) and all other unallocated Mass Houses, by 2022.	MURD
Establish an Urban Development Fund through bilateral cooperation with Development Partners to supplement funding for delivery of serviced land and housing, by 2022.	MURD
Promulgate the Rent Control Bill by the end of 2021, to enable the operationalisation of Rent Control Board(s) and implementation of Rent Control measures.	MURD
Launch Community-Led Total Sanitation (CLTS) and Water, Sanitation and Hygiene (WASH) awareness to increase hygiene through the community construction of latrines at household level in urban and peri-urban areas throughout the HPPII period.	MURD; RC; LA
Construct a 125-bed Maternity Ward, Mothers' Lodges and Paediatric Ward at Onandjokwe Hospital, Oshikoto Region by 2023.	MHSS
Construct Neo-Natal Ward at Swakopmund District Hospital, Erongo Region by 2023.	MHSS
Construct a Health Center at Aussenkehr, //Karas Region by 2024.	MHSS
Construct primary healthcare clinic at Nkurenkuru by 2023.	MHSS
Construct Mothers' Waiting Shelter in Kavango East Region by 2023.	MHSS
Achieve 100% Broadband connections and usage at health facilities in Namibia to facilitate e-health, throughout the HPPII period	MICT; MHSS
Relocate Windhoek Central Medical Store to a functional facility commencing 2023.	MHSS
Enhance governance structures and mechanisms for the supply of pharmaceuticals and clinical supplies, and ensure appropriate staffing levels of qualified pharmacists and logistics officials at the CMS and all health centres/hospitals, for dispensing of medicine throughout the HPPII period.	MHSS
Improve to and maintain a Service level of 90% at the Central Medical Stores, by ensuring timely delivery and availability of pharmaceuticals and clinical supplies at health facilities, throughout the HPPII period.	MHSS
Introduce tracking and reporting system for pharmaceuticals and clinical supplies to closely monitor and ensure availability of sufficient stock by 2022	MHSS

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p>IMPROVED ACCESS TO PUBLIC HEALTHCARE</p>	Enhance Access to treatment facilities for Non-Communicable Diseases
	Improved Nutrition
	Universal Healthcare Coverage
 <p>IMPROVED QUALITY OF PUBLIC EDUCATION &amp; SPORTS</p>	Improve and expand Education Infrastructure
	Early Childhood Development Centres



Specific Actions/milestones	Responsible OMA's
Strengthen delivery of cancer treatment capacity by expanding the radiotherapy facility in Windhoek by 2023 and building a new facility at Oshakati by 2025.	MHSS
Implement National Cancer Control Plan by 2021 and train three Oncologists for Oshakati Hospital.	MHSS
Establish Dialysis Units in State Hospitals at Keetmanshoop, Katima Mulilo, Rundu and Erongo region and recruit Nephrologists and Dialysis Nurses to render services by 2023	MHSS
Intensify deployment of Community Health Workers and conduct Targeted Outreach Programmes in the severely affected regions of Omaheke, Oshana, Kunene, Kavango West and Oshana regions, to identify malnourished children, pregnant and lactating women and adults for Malnutrition treatment, throughout HPP.	MHSS
Reduce institutional Malnutrition Case Fatality to less than 10% by 2025, by treating acutely malnourished children and pregnant/lactating women with therapeutic and supplementary foods at all health facilities, countywide.	MHSS
Develop and promulgate regulations for micronutrient fortification of wheat, maize and mahangu flours, and regulations to control marketing of breastmilk substitutes by 2022	MIT
Conduct nationwide consultations for restructuring of the health sector and develop national policy framework towards equitable access to quality healthcare for all, during 2022.	MHSS
Construct 1,075 ablution facilities annually and 4,300 by the end of HPPII.	MEAC
Construct 1,176 Hostel Blocks/learner accommodation by the end of HPPII.	MEAC
Connect 50 schools to the main water pipeline annually to water supply, or 225 schools by the end of HPPII.	MEAC; MAWLF
Construct 480 new classrooms by the end of HPPII.	MEAC
To enable e-Teaching and eLearning, senior secondary schools will be provided with connectivity (internet access), data and devices. Provide 3,066 senior secondary school teachers and 74,210 learners with suitable devices and internet connectivity, during 2021.	MEAC
Develop Integrated Physical Education and School Sport Policy with implementation strategy for all schools countrywide and increase school's sports infrastructure construction and upgrading, by investigating PPP, during the HPPII period.	MEAC; MoF
Review National IECD Policy and implementation of revised IECD framework (2017-2022) by 2022.	MPEGEWCW
Assess and register IECD centres in accordance to minimum set standards by 2023	MPEGEWCW
Increase Educarer subsidies to community based IECD Centers in all 14 regions, during HPPII period.	MPEGEWCW
Improve quality of IECD outcomes by Training Educarers in accredited qualifications, during HPPII period	MPEGEWCW

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p>IMPROVED QUALITY OF PUBLIC EDUCATION &amp; SPORTS</p>	<p>Improve Quality of Higher Education and Technical Education &amp; Training</p>
	<p>Professionalisation of Sports</p>
 <p>ARRESTING GENDER-BASED VIOLENCE &amp; VIOLENCE AGAINST CHILDREN</p>	<p>Professionalisation of Sports</p>
	<p>Strengthening Procedures &amp; Infrastructure for Better Service to Survivors</p>
	<p>Strengthening Safety Nets</p>

Specific Actions/milestones	Responsible OMA's
Establish Educator's (Teachers') Professional Regulatory Body to improve the quality of training of Educators and prescribe minimum standards for the Profession (ECD Edu carers and Caregivers; pre-primary; primary; secondary; TVET instructors and Lecturers) by 2022.	MEAC; MHETI
Finalize National Human Resource Development Strategy and Implementation Plan, identify priorities and allocate commensurate weights to funding allocation, during 2022.	MHETI
Establish Industry Skills Committees within all Universities to enable Private Sector contribution to curriculum reform, to pursue effective accumulation of requisite skills and demand-driven education system that is responsive to the economic transformation agenda, during 2022.	MHETI
Jointly with private sector, assess outcomes of the piloted Apprenticeship Programme (2018-2020) and expand into a National Internship and TVET Apprenticeship Programme, with economic incentives for participating business commencing 2021.	MLIREC; MHETI
Conduct impact assessment of NSFAP and conclude the Student Funding Policy and Sustainability Model, to improve fund administration, coverage and loan recovery by 2022.	MHETI
Complete construction of new Vocational Training Centres with production hubs at Khorixas, Nkurenkuru, Keetmanshoop and Omuthiya during the HPPII period	MHETI; NTA
Establish regional sport franchise hubs or sports clubs for the Priority Codes of Athletics, Soccer, Rugby, Cricket, Boxing and Netball, in all 14 regions in collaboration with Regional Councils and Local Authorities, to be managed on business principles and in a sustainable manner throughout HPPII (linking PPP to the regional HUBS) .	MSYNS
Construct a Youth and Sports Centre at Nkurenkuru, Kavango West by 2023.	MSYNS
Establish regional sport franchise hubs or sports clubs for the Priority Codes of Athletics, Soccer, Rugby, Cricket, Boxing and Netball, in all 14 regions in collaboration with Regional Councils and Local Authorities, to be managed on business principles and in a sustainable manner throughout HPPII (linking PPP to the regional HUBS) .	MSYNS
Construct a Youth and Sports Centre at Nkurenkuru, Kavango West by 2023.	MSYNS
Finalise and implement the National plan of action on Violence Against Children.	MPEGEWCW
Finalise and implement National strategy for Children Living and Working on the Streets.	MPEGEWCW
Establish infrastructure and rehabilitative programmes for Children Living and Working on the Streets, and children in conflict with the law.	MPEGEWCW
Promulgate the Child Justice Bill.	MoJ
Renovate and refurbish a total of 7 GBVPU's during the period.	MPEGEWCW
Finalise and implement Trafficking in Persons (TIP) Standard Operating Procedures and National Referral Mechanism (NRM) by 2021, to improve support to victims of trafficking by the end of HPPII.	MPEGEWCW
Establish and implement mechanisms to subsidize and oversee community-based management of existing shelters as well as community-based places of safety, based on existing local best practices, throughout HPPII.	MPEGEWCW
Create specialized courts for hearing GBV cases at each Magistrate's Court across the country by the end of HPPII. These courts will be housed at the existing infrastructure, with specialized teams dedicated to GBV cases, in a victim and witness friendly environment, dealing with cases in a speedy manner.	MoJ
Enact a national register for sex offenders, to ensure that a record of names is kept for those found guilty of sexual offences, by March 2022	MoJ
Government and private sector workplaces, non-governmental organizations (NGOs) to institutionalise training, policies, guidelines and offer basic services to prevent and respond to GBV (including sexual harassment in the workplace), as part of national GBV-watch movement.	MPEGEWCW; OPM; MPE
Identify, engage, equip and coordinate existing community networks (such as Community Health Workers, Community Liaison Officers, Civil Society Organisations, neighbourhood watch volunteers), to join the national GBV-watch movement and augment the national response.	MPEGEWCW
Launch Public Media Information Campaign providing information on support services, helpline for medical, police and legal assistance and preventative tips with focus on community members and perpetrators	MPEGEWCW; MICT



**APPENDIX 4: DETAILED IMPLEMENTATION PLAN – PILLAR 4  
INFRASTRUCTURE DEVELOPMENT**

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p><b>SECURED &amp; COST EFFECTIVE ENERGY SUPPLY</b></p>	<p>Increase locally electricity generated capacity 624 MW (2020) to 879MW</p> <p>Electrify 6,000 Rural and 13,000 Peri-urban households</p> <p>Electrify 213 and new schools and health facilities</p> <p>Achieve greater level of coordination to unlock national energy potential</p>
 <p><b>STRENGTHENING NAMIBIA'S POSITION AS A TRANSPORT &amp; LOGISTICS HUB</b></p>	<p>Complete ongoing bitumen roads construction</p> <p>Complete refurbishment and upgrading to SADC standard Tsumeb-Walvis Bay railway line</p>




Specific Actions/milestones	Responsible OMAs
50 MW Anixas HFF peaking plant expansion – Walvis Bay	NamPower
40 MW Wind Generation Project – Lüderitz	NamPower
20 MW Omburu Solar PV plant- Omaruru	NamPower
20 MW Khan Solar PV plant – Usakos	MME/IPP
50 MW Wind IPP Project – Lüderitz	MME/IPP
1000 Rural Households electrified in Y1, 1500 in Y2 and Y3, and 2000 in Y4. (6000 hh by 2025).	MME
2000 Peri-Urban Households electrified in Y1, 3000 in Y2 and Y3, and 5000 in Y4. (13000 hh in by 2025).	MME
Regional Electricity Distribution to connect and commission schools and health facilities that remain without electricity	MME
Finalise and Deploy the National Electrification Funding Portfolio by 2021	MME
Finalise the National Electrification Policy and Electrification Funding Portfolio by 2021	MME
Finalise the National Electrification Master Plan by 2022	MME
Finalise the Policy Papers and Regulatory Framework towards National Electricity Master Plan (NEMP) Update National Intergrated Resource Plan by 2022 Enact the Energy Regulatory Act by 2020*	MME
Complete the upgrading of the Windhoek-Okahandja road to the dual carriageway.	MWT
Upgrade Swakopmund-Henties Bay-Kamanjab road.	MWT
Upgrade Windhoek – Hosea Kutako International Airport road to the dual carriageway.	MWT
Complete the Swakopmund-Walvis Bay road to the dual carriageway.	ROADS AUTHORITY
Complete Gobabis-Aranos Road.	ROADS AUTHORITY
Upgrade of Walvis Bay Kranszberg-Tsumeb rail network to SADC standard	MWT
Rehabilitation of Southern Railway Line section Sandverhaar-Bucholzbrunn	MWT

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p>SECURED AND COST EFFECTIVE WATER SUPPLY</p>	<p>Ensure Access to water for human consumption and industrial activities</p>
 <p>INFORMATION AND COMMUNICATION TECHNOLOGIES</p>	<p>Implement "Open Access" Network infrastructure sharing regime in a bid to champion Universal Broadband Access</p> <p>Facilitate a safe and robust ICT ecosystem</p> <p>Attain 95% Digital Television broadcasting network to all Namibian households</p>

	Specific Actions/milestones	Responsible OMAs
	Expand rural water supply infrastructure to increase access to potable water over the Harambee period.	MAWLR/ NAMWATER
	Commence Phase 1 development of the Ohangwena aquifer by 2024.	MAWLR/ NAMWATER
	Complete the permanent pumping installation at Calueque dam to secure water supply for the long term by 2021	MAWLR/ NAMWATER
	Refurbish and upgrade the Calueque to Oshakati canal system by 2021	NAMWATER
	Develop Abenab aquifer and link it to the ENWC by 2025.	NAMWATER
	Double up existing direct potable water reclamation works in Windhoek by 2025.	MAWLR/ NAMWATER
	Replace the Reservoirs and establish Rundu Purification Plant by 2025.	MAWLR/ NAMWATER
	Commence Phase 1 of National seawater desalination plant by building a new plant by 2025.	MAWLR/ NAMWATER
	Extend and upgrade Oshakati Purification Plant by 2025.	MAWLR/ NAMWATER
	Omdel-wotzkasbaken pipeline replacement	MAWLR/ NAMWATER
	Kuiseb collector 2 Schawrzekuppe Swakopmund Phases 2b and 3	MAWLR/ NAMWATER
	Establish Special Purpose Vehicle for financing ICT infrastructure	MICT
	Implement infrastructure sharing regulations by 2021	MICT
	Enact the Cyber Crime Bill finalised by 2021.	MICT
	Enact Data Protection Bill finalised by 2021	MICT
	Develop Cyber Security Strategy and Awareness Creation Plan by 2021	MICT
	Establish National Cyber Security Incidence Response Team by 2022	MICT
	Roll out Direct-To-Home (DTH) television service to compliment to the current existing Digital Terrestrial Television (DTT) service by combining the present primary signal distribution to transmitter stations with the DTH service on one satellite by 2023	MICT
	Mobilise resources to set up DTH infrastructure (i.e. Uplink of High Power Amplifiers [HPAs] and dishes & Downlink sites) in a scalable method for future channel expansions by 2021.	MICT
	Procure DTH decoders as consignment stock by 2023.	MICT
	Disseminate government information to the public on all the NBC platforms by 2025	MICT

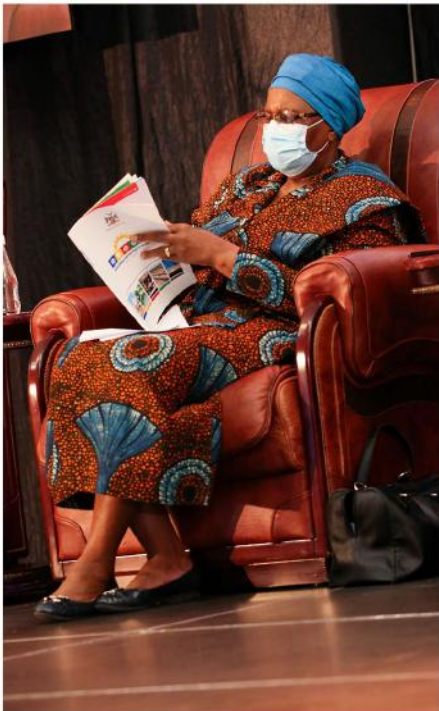


**APPENDIX 5: DETAILED IMPLEMENTATION PLAN – PILLAR 5  
INTERNATIONAL RELATIONS AND COOPERATION**

GOAL	STRATEGIC ACTION (Key Performance Indicator)
 <p><b>ENHANCE ECONOMIC DIPLOMACY FOR ECONOMIC RECOVERY</b></p>	Working as One for effective coordination
	Enhancing Conditions for Prosperity
	Optimizing Regional Integration
	Derive maximum benefit from African Economic Integration
	Review Bilateral Agreements that offer maximum trading & market for Namibian products & services.
	5.6 Targeted Multilateral Diplomacy to leverage technical cooperation

	Specific Actions/milestones	Responsible OMs
	Create Inter-Ministerial Platform to holistically consider issues of national priority and better coordinate economic diplomacy to provide timely information and services to investors and all our stakeholders.	MIRCO
	Devise a Strategy & Action Plan to lobby like-minded States and Multilateral Organizations for the reconsideration of the Upper-Middle Income classification,	MIRCO
	Participate & promote the SADC Regional Indicative Strategic Development Plan; Work within Regional Security arrangements to create a collective security framework based on the SADC Protocol on Politics, Defense and Security Cooperation; c) Firmly position Namibia as a logistical hub; d) Spearhead youth employment creation during SADC deliberations and mainstream it at other multilateral fora;	MIRCO
	Establish a National AfCFTA Secretariat Develop a Implementation Strategy & Plan (products & services & identify market access), Establish diplomatic & commercial presence in Africa's sub-regional economic hubs by 2023;	MIRCO
	Strengthen mutually beneficial relations with bilateral partners; b) Explore new opportunities for bilateral cooperation, including leveraging relationships to secure economic & trading opportunities. Review the country diplomatic posting in order to shift representation to countries with high potential to enhance our strategic objectives & offer trading opportunities.	MIRCO
	Re-align focus to proactively leverage technical cooperation in crucial areas of national interests such as the blue & green economies, climate change, agriculture, nuclear technology, environment, energy, education, logistics & ICT.	MIRCO







## **The Presidency**

### **All Correspondences to be addressed to:**

Executive Director,  
Office of the President  
1 Engelberg Street, Auasblick  
Windhoek, Namibia

Tel: 264 (61) 270 7111  
Fax: 264 (61) 221 780  
[www.op.gov.na](http://www.op.gov.na)  
[www.hppl.gov.na](http://www.hppl.gov.na)