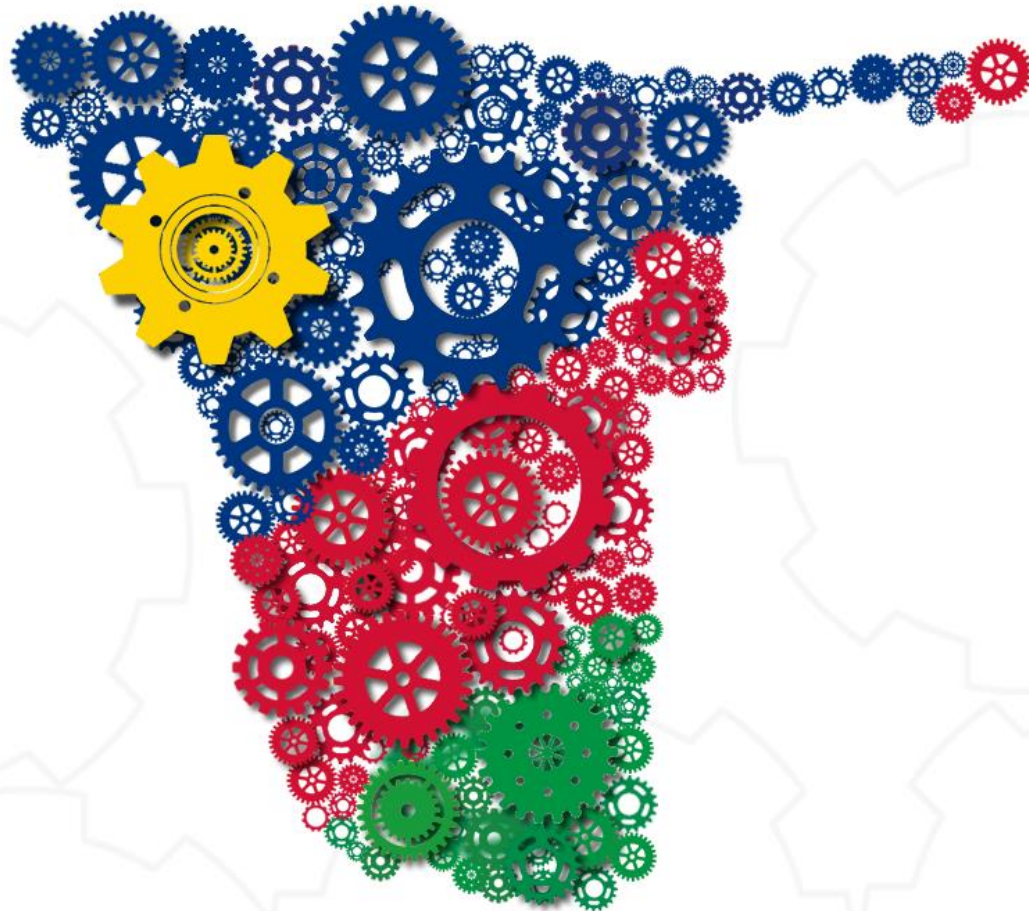




# MINISTRY OF INDUSTRIALISATION, TRADE AND SME DEVELOPMENT

# STRATEGIC PLAN 2017-22



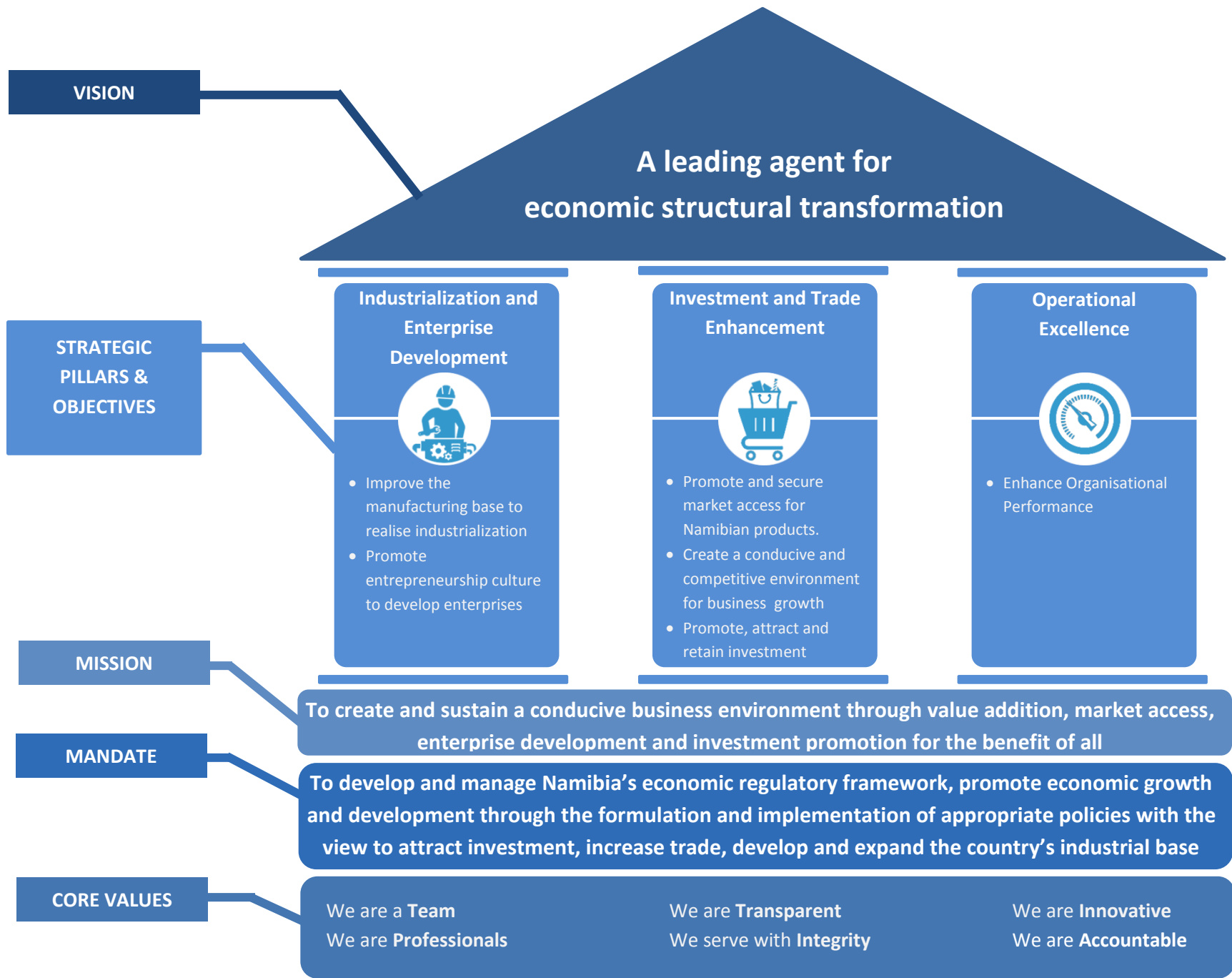
economic  
structural  
transformation

The Namibia we want...



**Transformed economy**  
**Industrialised Nation**  
**Trade Flourishing**  
**High-levels of Investment**  
**Enterprises Developing**  
**Conducive business environment**





## ABBREVIATIONS

<b>MITSMED</b>	Ministry of Industrialisation, Trade and SME Development
<b>NDP5</b>	5 <sup>th</sup> National Development Plan
<b>MTEF</b>	Mid-Term Expenditure Framework
<b>PMS</b>	Performance Management System
<b>M&amp;E</b>	Monitoring and Evaluation
<b>SME</b>	Small and Medium Enterprise
<b>KPI</b>	Key Performance Indicator
<b>ICT</b>	Information and Communication Technology
<b>GFCF</b>	Gross Fixed Capital Formation
<b>OMAs</b>	Offices, Ministries and Agencies
<b>SADC</b>	Southern African Development Community





REPUBLIC OF NAMIBIA

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## FOREWORD



The Namibian Government is strongly committed to foster economic growth and development in order to overcome poverty and unemployment. Vision 2030 describes ***“A prosperous and industrialized Namibia developed by her human resources, enjoying peace, harmony and political stability”***. Vision 2030 puts further emphasis “...on the welfare of the people, aiming at human development, equitable and balanced growth, resulting in a growing industrial sector, a modernized agriculture sector, and an enabling micro-economic and political environment”.

### Our vision

**“A leading agent for economic structural transformation”**

It is against this background that I present our promise and commitment as detailed in our Ministerial Strategic Plan for the period 2017/18 – 2021/22 to the citizens of our country. Our vision is to be **“A leading agent for economic structural transformation”**.

Namibia is a commodity depended economy but that situation is to change through adopted **“Growth at Home Strategy”**; a theme by the MITSMED to reinforce the importance of accelerating economic growth, reducing income inequality and increasing employment.

In the next 5 years our **promise** to our customers will revolve around the following pillars: **Industrialisation and Enterprise Development, Investment and Trade Enhancement, and Operational Excellence.**

During the NDP5 period, efforts will be directed towards propelling the economy into high performance, competitive and productive economy, supported by the Harambee Prosperity Plan. It is desired that the Namibian economy move from an input-driven economy to a knowledge based economy by adopting efficient, innovative and sophisticated means of production. Greater investment will be made in:

- Research and development;
- Skills development;
- Diversification of economic activities and
- Greater value addition

Simultaneously, a targeted approach will be designed to develop infrastructure to support value-added industrialization and strengthen export capacity and regional integration.



Therefore, to accelerate inclusive and equitable growth, four strands that are mutually supportive will be followed:

- a) Structural transformation through value added industrialization
- b) Expansion and modernization of physical infrastructure
- c) Strengthened export capacity and greater regional integration
- d) Supportive financial infrastructure for greater inclusion

Throughout the whole period of our Strategy execution, we will be bound as one innovative team which acts in a **professional manner**. We promise to be honest and open in our dealings with the customers and we shall serve with integrity and promise to remain transparent and accountable for our actions. We recognize the value and benefits of working together in unity of purpose, comradeship and fostering good team spirit and relation within the MITSMED and with our external partners and stakeholders.



**Hon. Immanuel Ngatjizeko (MP)**  
Minister



## ACKNOWLEDGEMENT



The Ministry of Industrialization, Trade and SME Development will continue to play a vital role in the pursuit of government Vision 2030, NDP5, Harambee Prosperity Plan and the MTEF. The Ministry will continue with the implementation of its interventions to contribute to Government's priority relating to the sustainable creation of decent work and poverty reduction. This will be coupled with additional interventions, through the continued implementation of the Growth at Home which is Namibia's Industrial Policy Implementation Strategy.

The Ministry is committed to realize the outcomes as envisaged in this strategic plan for the benefit of all our customers and its contribution to the National Development Goals as set out in NDP5 as well as Vision 2030.

Our roadmap highlights **several projects** that will assist us to be **“A leading agent for economic structural transformation”**. We will achieve this through: improving the manufacturing base to realise industrialization; promoting entrepreneurship culture to develop enterprises; promoting and securing of market access for Namibian products; creating a conducive and competitive environment for business growth; promoting, attracting and retaining investment in priority sectors; and enhancing the organizational performance.

To ensure implementation, our Strategic plan will be cascaded to the Annual Plan which will form a foundation for the implementation of the results-based Performance Management System. The system measures the progress of the strategic plan implementation in line with the anticipated rolling out of Performance Management System (PMS) and Monitoring, Evaluation and Progress Reporting System which will be carried out on a regular basis.

In order to attain our vision, we shall uphold our core values as enlisted and described in this Strategic Plan. We shall remain open-minded and flexible, making necessary adjustments and refinements as required during the implementation. This is our promise to our customers and development partners, with whose support and co-operation, I have no doubt we will succeed.

### Our Strategic Objectives:

- Improve the manufacturing base to realise industrialization
- Promote entrepreneurship culture to develop enterprises
- Promote and secure market access for Namibian products.
- Create a conducive and competitive environment for business growth
- Promote, attract and retain investment
- Enhance Organisational Performance





I would like to extend my profound appreciation to the following parties for their unwavering support, guidance and expertise during the formulation process of the Strategic Plan.

- The Minister Hon. Immanuel Ngatjizeko and Deputy Minister Hon. Pieter van der Walt
- CoreElite Consultancy CC, for their professional advice and guidance throughout the preparation of our road map.
- Senior Management Staff of the Ministry of Industrialization, Trade and SME Development;
- Office of the Prime Minister; and
- The Secretariat entrusted to deal with logistical arrangements during the development of the Strategic Plan.

In conclusion, I would like to sincerely acknowledge the contribution of all staff members and stakeholders in various respects and at different levels. Their further involvement will be crucial in translating this Strategic Plan into action for the Ministry to achieve its vision and contribute substantially to the Fifth National Development Plan (NDP5), MTEF, Harambee Prosperity Plan, Vision 2030 as well as to the Sustainable Development Goals.



**Gabriel P. Sinimbo**  
Permanent Secretary



## EXECUTIVE SUMMARY

This Strategic Plan serves as a guiding document which will take the Ministry of Industrialization, Trade and SME Development from its current position to its desired destination. The Ministry is committed to realize the outcomes as envisaged in this strategic plan for the benefit of all our customers and its contribution to the National Development Goals as set out in NDP5, Harambee Prosperity Plan as well as Vision 2030 and the MTEF.

Our roadmap highlights **several projects** that will assist us to be **“A leading agent for economic structural transformation”**. This will be achieved through improving the manufacturing base to realise industrialization, to develop and promote entrepreneurship culture and enterprises to create wealth, promotion and securing of market access for Namibian products, creation of an enabling environment for investment to achieve sustainable economic growth, as well as to promote, attract and retain investment in priority sectors.

In the next five years our promise to our clients will revolve around the following pillars: **Industrialisation and Enterprise Development, Investment and Trade Enhancement, and Operational Excellence**. Our focus area will be performed by devising tactical and achievable **Annual Plans**. **Through our core values, we will devise new ways which will** ensure that customers are contributing to the economic growth of the country.

To ensure implementation, our Strategic Plan will be cascaded to the Annual Plan which will form a foundation for the implementation of the results based Performance Management System. The system measures the progress of the Strategic Plan implementation in line with the anticipated rolling out of Performance Management System (PMS) and Monitoring, Evaluation and Progress Reporting System which will be carried out on a regular basis.

During the formulation process of this Strategic Plan deliberation, the Ministry decided on a new vision which is **“A leading agent for economic structural transformation”**. Five (5) core values were also formulated: ***We are a Team, We are Professionals, We are Transparent, We are Innovative and We Serve with Integrity and, We are accountable.***

These core values are considered as guiding principles and beliefs within the Ministry which are demonstrated through the day-to-day behaviors of all employees.

In the next five years our promise to our clients will revolve around the following pillars:

- **Industrialisation and Enterprise Development,**
- **Investment and Trade Enhancement, and**
- **Operational Excellence.**



## 1. INTRODUCTION

The Ministry's strategic intent was pivoted on the mandate of the Ministry: "To develop and manage Namibia's economic regulatory framework, promote economic growth and development through the formulation and implementation of appropriate policies to attract investment, increase trade, develop and expand the country's industrial base." The mandate specifies the core service areas in which the Ministry of Industrialization, Trade and SME Development (MITSMED) has to perform. It specifies the core functions and responsibilities of the MITSMED to the Stakeholders and the general public. The mandate of the Ministry is guided by the following documents:

- Namibian Constitution
- Vision 2030
- National Development Plans
- SWAPO Party election manifestos and,
- Harambee Prosperity Plan
- Growth at Home

This Strategic Plan stipulates how and when the Ministry is going to fulfill its mandate. It is worth noting that this Strategic Plan is formulated in line with all National Development blueprints namely Vision 2030, NDP5, Harambee Prosperity Plan and MTEF.

The Strategic Plan present our promise and commitment for the period 2017/18 – 2021/22 to the citizens of our country. Our vision is to be "A leading agent for economic structural transformation".

We live in a volatile dynamic world with many challenges. In order to ensure a cohesive and coherent implementation of our policies, the Strategic Plan defines the objectives, plans of action to be pursued by the Ministry as well as the KPI's to ensure that the goals of MITSMED are achieved.



### 1.1. The purpose of a Strategic Plan and linkage to the High Level Initiatives

One of the critical reasons for formulating and implementing Strategic plans is to ensure that they become drivers to operationalizing National and International Agendas to which Namibia is signatory to. This reality calls for strong alignment of the Strategic Plan with the National **priorities and aspirations as well as international agendas. (See table 1for details).** The table below presents the agenda with a corresponding contributor on the side of MITSMED.

**Table 1:** Linkage of MITSMED Strategic Plan to National and International Agendas

Agenda	Statement	MITSMED Corresponding Contribution
<b>Namibian Constitution</b>	<p><b>Article 98 Principles of Economic Order</b></p> <p>(1) The economic order of Namibia shall be based on the principles of a mixed economy with the objective of securing economic growth, prosperity and a life of human dignity for all Namibians.</p> <p>(2) The Namibian economy shall be based, inter alia, on the following forms of ownership:</p> <ul style="list-style-type: none"> <li>a) public;</li> <li>b) private;</li> <li>c) joint public-private;</li> <li>d) cc-operative;</li> <li>e) co-ownership;</li> <li>f) Small-scale family.</li> </ul> <p><b>Article 99 Foreign Investments</b></p> <p>Foreign investments shall be encouraged within Namibia subject to the provisions of an Investment Code to be adopted by Parliament.</p>	<p>MITSMED pledges its contribution through the attainment of its mandate <b>“To develop and manage Namibia’s economic regulatory framework, promote economic growth and development through the formulation and implementation of appropriate policies with the view to attract investment, increase trade, develop and expand the country’s industrial base”.</b></p> <p>The Ministry vision state that it is <b>“A leading agent for economic structural transformation.”</b></p> <p>In addition the Ministry’s contribution will be felt through the achievement of their strategic objectives as outlined below:</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p> <p><b>Strategic Objective 6:</b> Enhance Organisational Performance</p>
<b>Vision 2030</b>	<p>One of the objectives of Vision 2030 is for Namibia to achieve qualitative change in relations between Namibia and industrialized countries, which transforms Namibia from an aid-recipient country to a trading state and business partner.</p>	<p><b>MITSMED contribution will come about through the achievement of the following Strategic Objectives:</b></p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote</p>



Agenda	Statement	MITSMED Corresponding Contribution
	<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• Sensitizing Namibian business people and utility companies to exploit the opportunities that exist in the African market ;</li> <li>• Through regional and international fora, Namibia vigorously promotes free trade investment flows and transfers of appropriate technology;</li> <li>• Encouraging more foreign direct investment (FDI);</li> <li>• Strengthening and diversifying relations between Namibia and its development partners;</li> <li>• Gradually replacing external resources with internal resources;</li> <li>• Maintaining peaceful co-existence with neighboring countries;</li> <li>• Formulating and implementing policies on Development Cooperation.</li> </ul>	<p>entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p> <p><b>Strategic Objective 6:</b> Enhance Organisational Performance</p> <p>The six objectives shall drive the Ministry to ensure that by 2030 Namibia achieve qualitative change in industrialization.</p>
NDP 5	<p>During the NDP5 period, the Namibian economy is projected to move from an input-dependent economy into a knowledge-based economy. Investments will be made in research and development, skills development, diversification of economic activities and greater value addition. To accelerate inclusive and equitable growth, four mutually supportive initiative</p> <ul style="list-style-type: none"> <li>• Structural transformation through industrialisation s will be pursued</li> <li>• Expansion and modernization of physical infrastructure</li> <li>• Strengthened export capacity and greater regional integration</li> <li>• Supportive financial infrastructure for greater inclusion</li> </ul>	<p><b>The MITSMED contribution to NDP5 will be through:-</b></p> <p><b>Our Mission: “To create and sustain a conducive business environment through value addition, enterprise development, market access and investment promotion for the benefit of all.”</b></p> <p><b>Our Strategic Pillars are:</b></p> <ul style="list-style-type: none"> <li>• Industrialization and Enterprise Development</li> <li>• Investment and Trade Enhancement</li> <li>• Operational Excellence</li> </ul> <p>We will achieve NDP5 through the support of</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
SWAPO Party Manifesto	In demonstrating its commitment to the socio-economic transformation of Namibia, the SWAPO Party Government mode of and management is	The MITSMED will achieve the promise of the SWAPO Party Manifesto 2014 through our Vision statement and our mission to deliver and



Agenda	Statement	MITSMED Corresponding Contribution
2014	<p>designed to ensure transformation of the socioeconomic development within the framework of the laws of the Land.</p> <p><b>OUR PROMISE:</b></p> <ul style="list-style-type: none"> <li>• To grow the economy, and create wealth and job opportunities for all Namibians.</li> <li>• To pursue policies and strategies to safeguard macroeconomic stability, promote economic diversification and transformation of the Namibian economy to be more inclusive and resilient to internal and external shocks.</li> <li>• To adopt inclusive and sustained economic transformation programmes that can be divided into two sub-categories namely macroeconomic or cross-cutting policy reforms and initiatives and specific sectoral or microeconomic interventions.</li> </ul>	<p>ensure the transformation of the socioeconomic development as per our Mandate: Vision: <b>“A leading agent for economic structural transformation.</b> <b>Mission: “To create and sustain a conducive business environment through value addition, enterprise development, market access and investment promotion for the benefit of all.”</b></p> <p>We are committed to achieve this through our Strategic Objectives 1,2,3,5 and 5:</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization <b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises <b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products. <b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth <b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
HPP	<p><b>Harambee Goal and Outcomes #04 [HPP04]</b> <b>The desired outcome/s with respect to economic transformation during the Harambee period will be:</b></p> <ul style="list-style-type: none"> <li>• At least 8,000 new jobs created in the manufacturing sector.</li> <li>• The volume of locally produced goods supplied to public and retail sector significantly increased in line with the targets of the Retail Charter.</li> <li>• At least 10 new investment projects attracted through investment promotion creating a minimum of 1,000 jobs.</li> <li>• Economic empowerment leading to higher inclusion of disadvantaged groups into the formal economy.</li> </ul>	<p><b>The Ministry current Strategic Objectives 1, 2,3,4, and 5 is align with HPP04 goal and Outcome #04:</b></p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization <b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises <b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products. <b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth <b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
Growth at Home Strategy	<p>Growth at Home is Namibia’s Industrial Policy Implementation Strategy. It provides a road map for the execution on Namibia’s Industrial Policy, and it must be seen in the context of Vision 2030, Industrial Policy and the current National Development Plan (NDP4). It focuses on three Strategic Intervention Areas that have been derived</p>	<p>The growth at Home strategy will be supported by our strategic objectives 2, 3, 4 and 5 respectively: <b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises <b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products. <b>Strategic Objective 4:</b>Create a conducive and</p>



Agenda	Statement	MITSMED Corresponding Contribution
	<p>from the Policy Framework:  <b>Growth at home focuses on three strategic intervention areas:</b></p> <ul style="list-style-type: none"> <li>• <b>Supporting value addition, upgrading and diversification for sustained growth.</b></li> <li>• <b>Securing market access at home and abroad; and</b></li> <li>• <b>Improving the investment climate and conditions</b></li> </ul> <p>Along these three Strategic Intervention Areas, a layer of horizontal Priority Actions have been derived, which have a cross-sectoral focus and aim in particular at the general business environment. These priority actions build on existing initiatives and experiences that can be implemented in the short to medium term, considering available resources.</p>	<p>competitive environment for business growth  <b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
<p><b>NEW EQUATABLE ECONOMIC EMPOWERMENT FRAMEWORK (NEEF)</b></p>	<p><b>The aim of the NEEF is to provide a clear overarching policy framework into which all other policies will slot.</b> The NEEF will supersede all other transformation and empowerment policies of Government as well as provide the framework within which all private sector initiatives, past and future will be expected to conform to.</p> <p><b>The objectives of the NEEF include but not limited to the following:</b></p> <ul style="list-style-type: none"> <li>• Ensuring the sharing of Namibia resources in an equitable and sustainable basis by the people of Namibia</li> <li>• Creating a socially just society</li> <li>• Implementation of measurable policies of redress and redistribution</li> <li>• Creating vehicles for empowerment</li> <li>• Removing barriers of socio-economic advancement in order to enable previously disadvantaged persons to access productive assets and opportunities of empowerment</li> <li>• Actively guarding against the repugnant tendencies of window –dressing, favoritism, nepotism and self-enrichment</li> </ul>	<p>Our Vision and Strategic objectives 1, 2,3,4,5 and 6 will be used as drivers for MITSMED contribution towards NEEF OBJECTIVES:</p> <p>Vision: <b>“A leading agent for economic structural transformation.</b></p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p> <p><b>Strategic Objective 6:</b> Enhance Organisational Performance</p>



Agenda	Statement	MITSMED Corresponding Contribution
	<ul style="list-style-type: none"> <li>• Providing measurement of empowerment targets</li> <li>• Ensuring that an empowering act is meant to launch individuals to empower themselves in the future using the basis of their initial empowerment</li> <li>• Economic empowerment may be organized in the following forms of ownership: public, private, joint public-private, cooperative, co-ownership, and small-scale family owned</li> <li>• Equitable empowerment is addressing disparities occasioned by class, gender and generational relationships.</li> </ul>	
<b>NEW EQUATABLE ECONOMIC EMPOWERMENT FRAMEWORK (NEEF)</b>	<p><b>The aim of the NEEF is to provide a clear overarching policy framework into which all other policies will slot.</b> The NEEF will supersede all other transformation and empowerment policies of Government as well as provide the framework within which all private sector initiatives, past and future will be expected to conform to.</p> <p><b>The objectives of the NEEF include but not limited to the following:</b></p> <ul style="list-style-type: none"> <li>• Ensuring the sharing of Namibia resources in an equitable and sustainable basis by the people of Namibia</li> <li>• Creating a socially just society</li> <li>• Implementation of measurable policies of redress and redistribution</li> <li>• Creating vehicles for empowerment</li> <li>• Removing barriers of socio-economic advancement in order to enable previously disadvantaged persons to access productive assets and opportunities of empowerment</li> <li>• Actively guarding against the repugnant tendencies of window –dressing, favoritism, nepotism and self-enrichment</li> <li>• Providing measurement of empowerment targets</li> <li>• Ensuring that an empowering act is meant to launch individuals to empower themselves in the</li> </ul>	<p>Our Vision and Strategic objectives 1, 2,3,4,5 and 6 will be used as drivers for MITSMED contribution towards NEEF OBJECTIVES:</p> <p>Vision: <b>“A leading agent for economic structural transformation.</b></p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p> <p><b>Strategic Objective 6:</b> Enhance Organisational Performance</p>





Agenda	Statement	MITSMED Corresponding Contribution
	<p>future using the basis of their initial empowerment</p> <ul style="list-style-type: none"> <li>• Economic empowerment may be organized in the following forms of ownership: public, private, joint public-private, cooperative, co-ownership, and small-scale family owned</li> <li>• Equitable empowerment is addressing disparities occasioned by class, gender and generational relationships.</li> </ul>	
<p><b>Namibia Procurement Bill</b></p>	<p>To regulate the procurement of goods, works and services, the letting or hiring of anything or the acquisition or granting of rights for or on behalf of, and the disposal of assets of public entities; to establish the Procurement Policy Unit, the Central Procurement Board of Namibia, to provide for the procurement committees and procurement management units and their powers and functions; to provide for the appointment of bid evaluation committees and their functions; procurement methods; to provide for bidding process, bidding challenge and review; to provide for the employment of Namibian citizens; to provide for preferences to categories of persons, goods manufactured, mined, extracted, produced or grown in Namibia, to Namibian registered small and medium enterprises, to joint venture businesses, to local suppliers, to contractors' and service providers; and to provide for incidental matters.</p>	<p><b>MITSMED contribution towards the Namibia Procurement Bill will be realised through our:</b></p> <p><b>Mission: "To create and sustain a conducive business environment through value addition, enterprise development, market access and investment promotion for the benefit of all."</b></p> <p>Our mission will be supported by the following Strategic Objectives :</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization  <b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises  <b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.  <b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth  <b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
<p><b>MSME POLICY</b></p>	<p><b>The specific objectives of the MSME Policy are:</b></p> <ul style="list-style-type: none"> <li>• To update and develop a comprehensive policy for MSME development, given their importance to the overall Namibian economy;</li> <li>• To ensure the acceptance and thereby promotion of MSME as an indispensable agent of economic growth and poverty reduction;</li> <li>• To ensure that the MSME Policy strategies contained herein are embedded in a broad based and integrated manner in government planning frameworks;</li> </ul>	<p>MITSMED pledges its contribution through the attainment of its mandate <b>"To develop and manage Namibia's economic regulatory framework, promote economic growth and development through the formulation and implementation of appropriate policies with the view to attract investment, increase trade, develop and expand the country's industrial base"</b>.</p> <p>The Ministry vision state that it is <b>"A leading</b></p>



Agenda	Statement	MITSMED Corresponding Contribution
	<ul style="list-style-type: none"> <li>• To identify and establish appropriate financial, physical and information, communications technology (ICT) network of infrastructure and institutional delivery mechanism to ensure effective promotion of MSMEs;</li> <li>• To proffer changes to the existing fiscal, regulatory frameworks and government support institutions towards facilitating the attainment of the goals of the MSME Policy;</li> <li>• To nurture and promote MSME support institutions and associations in terms of the delivery of needed services;</li> <li>• To advocate for the development of adequate platforms that prepares MSMEs for the challenges of globally integrated markets and the attendant high levels of competition;</li> <li>• To foster the development MSMEs by adopting international good practices through the encouragement of modernization and upgradation of technology;</li> <li>• To reduce regional and spatial imbalances in industrial development of the Namibian economy by facilitating the setting of MSMEs in rural and previously underserved urban areas.</li> </ul>	<p><b>agent for economic structural transformation.”</b> In addition the Ministry’s contribution will be felt through the achievement of their strategic objectives as outlined below:</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization  <b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises  <b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.  <b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth  <b>Strategic Objective 5:</b> Promote, attract and retain investment  <b>Strategic Objective 6:</b> Enhance Organisational Performance</p>
<b>THE INDUSTRIAL POLICY</b>	<p>Industrial development is recognized as a shared responsibility between the Government and the private sector through smart partnership. The Industrial Policy has prioritized these policy principles as requiring particular attention:</p> <ul style="list-style-type: none"> <li>• Incentives for industrialization</li> <li>• Small business development</li> <li>• Skills</li> <li>• Innovation, research and development</li> <li>• Financing</li> <li>• Regional integration</li> </ul>	<p>MITSMED pledges its contribution through the attainment of its mandate. The Ministry vision state that it is <b>“A leading agent for economic structural transformation.”</b> In addition the Ministry’s contribution will be felt through the achievement of their strategic objectives as outlined below:</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization  <b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises  <b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.  <b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth  <b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
<b>SADC INVESTMENT POLICY</b>	<p>The SADC Investment Policy Framework (IPF) aims to facilitate regional co-ordination and exploit economies of scale in improving investment</p>	<p>MITSMED pledges its contribution through the attainment of its mandate <b>“To develop and manage Namibia’s economic regulatory framework, promote economic growth and</b></p>



Agenda	Statement	MITSMED Corresponding Contribution
	<p>frameworks and policies across SADC member states. It also provides a mechanism for knowledge-sharing and policy dialogue around good practices. The IPF is being developed around four thematic pillars:</p> <ul style="list-style-type: none"> <li>• Lessening the costs of restrictions to foreign investment;</li> <li>• Improving legal regimes and mechanisms to enhance investor protection;</li> <li>• Co-coordinating effective regimes for tax incentives for investment;</li> <li>• Facilitating long-term investments in infrastructure.</li> </ul>	<p><b>development through the formulation and implementation of appropriate policies with the view to attract investment, increase trade, develop and expand the country's industrial base".</b></p> <p>The Ministry vision state that it is <b>"A leading agent for economic structural transformation."</b></p> <p>In addition the Ministry's contribution will be felt through the achievement of their strategic objectives as outlined below:</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p>
<p><b>AFRICAN UNION AGENDA 2063</b></p>	<p><b>Agenda 2063 is anchored on the AU vision and is based on the seven aspirations derived from the consultations, namely:</b></p> <ol style="list-style-type: none"> <li>1. A prosperous Africa based on inclusive growth and sustainable development;</li> <li>2. An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;</li> <li>3. An Africa of good governance, respect for human rights, justice and the rule of law;</li> <li>4. A peaceful and secure Africa;</li> <li>5. An Africa with a strong cultural identity, common heritage, values and ethics;</li> <li>6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and</li> <li>7. Africa as a strong, united, resilient and influential global player and partner.</li> </ol>	<p><b>The MITSMED contribution to AFRICAN UNION AGENDA 2063 will be form on the basis of our mission as well as our 3 pillars:</b></p> <p><b>Our Mission:</b> "To create and sustain a conducive business environment through value addition, enterprise development, market access and investment promotion for the benefit of all."</p> <p><b>Our Strategic Pillars are:</b></p> <ul style="list-style-type: none"> <li>• Industrialization and Enterprise Development</li> <li>• Investment and Trade Enhancement</li> <li>• Operational Excellence</li> </ul> <p>We will achieve <b>AFRICAN UNION AGENDA 2063</b> through the support of</p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b>Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and</p>



Agenda	Statement	MITSMED Corresponding Contribution
		retain investment <b>Strategic Objective 6:</b> Enhance Organisational Performance
<b>SADC TRADE POLICY</b>	<p>The SADC Industrial Policy Framework therefore facilitates enhanced cooperation to take advantage of backward and forward linkages or synergies, gradually building a diversified, innovative and globally competitive industrial base across the region. It outlines the following broad cross cutting and sector specific interventions for implementation at regional level:</p> <ul style="list-style-type: none"> <li>(i) Developing and exploiting SADC mutually beneficial opportunities;</li> <li>(ii) Improving standards, technical regulations &amp; quality infrastructure;</li> <li>(iii) Promoting cooperation on innovation, technology transfer, and research and development activities;</li> <li>(iv) Developing mechanisms to improve access to finance for manufacturing and related sectors;</li> <li>(v) Improving support for small and medium-sized enterprises (SMEs);</li> <li>(vi) Integrating infrastructure and services into the regional industrialization strategy;</li> <li>(vii) Attracting local regional and foreign direct investment (FDI) and promoting exports;</li> <li>(viii) Developing strategies to exploit opportunities emerging in the region’s strategic cooperation with global partners; and</li> <li>(ix) Promoting alignment of this policy with existing complementary policies.</li> </ul>	<p><b>MITSMED contribution will come about through the achievement of the following Strategic Objectives:</b></p> <p><b>Strategic Objective 1:</b> Improve the manufacturing base to realise industrialization</p> <p><b>Strategic Objective 2.</b> Promote entrepreneurship culture to develop enterprises</p> <p><b>Strategic Objectives 3.</b> Promote and secure market access for Namibian products.</p> <p><b>Strategic Objective 4:</b> Create a conducive and competitive environment for business growth</p> <p><b>Strategic Objective 5:</b> Promote, attract and retain investment</p> <p><b>Strategic Objective 6:</b> Enhance Organisational Performance</p>

### 1.2. The Synopsis of the review of the previous Strategic Plan

Fairly good strategy and cause of action – but, severely hampered due to mainly external challenges. There was lack of adequate decision-making structures to support Strategic Plan implementation. The quality of the masterplan was low hence rendered management with little confidence to fully implement it as per the blueprint. Several bilateral agreements were



concluded during the past strategic plan. The minimal culture for high performance in the ministry coupled by budgetary constraints hampered the smooth execution of the strategic plan. Major challenge was due to the limited or inadequate budget which heavily restricted the implementation of the strategic plan, especially on delivery of outputs and execution of activities that required financial resources.

## 2. HIGH-LEVEL STATEMENTS

### 2.1. Mandate

To develop and manage Namibia's economic regulatory framework, promote economic growth and development through the formulation and implementation of appropriate policies with the view to attract investment, increase trade, develop and expand the country's industrial base.

### 2.2. Vision

**"A leading agent for economic structural transformation."**

### 2.3. Mission

**"To create and sustain a conducive business environment through value addition, enterprise development, market access and investment promotion for the benefit of all."**

### 2.4. Core Values

<b>Teamwork</b>	We recognize the value and benefits of working together in unity of purpose, comradeship and fostering good team spirit and relation within the MITSMED and with our external partners and stakeholders.
<b>Transparent</b>	We will be open in our practices to our clients and willing and available to account for all our actions and activities.
<b>Innovative</b>	We pledge to be innovative in our methods of doing things
<b>Professionals</b>	We will exhibit the requisite competencies and skills required in areas of responsibilities
<b>Integrity</b>	A pledge to be above board in our behaviour and ethical in our conduct and dealings, objective and reasonable in treating each person equitably.
<b>Accountable</b>	A pledge that will be held accountable for our actions.



### 3. ENVIRONMENTAL SCANNING (SWOT ANALYSIS)



## 4. Strategic Issues and Strategic Objectives

Strategic Issues	Strategic Objectives
<b>Operational Excellence</b>	
<ul style="list-style-type: none"> <li>• Budget Cuts, Inflation (World economic crisis, market and economic collapses)</li> <li>• Unstable macroeconomics environment</li> <li>• Lack of Co-ordination (Intra-Ministerial / Inter-Ministerial) and other stakeholders</li> <li>• Poor Human Resource and Institutional Capacity</li> <li>• Limited stakeholder engagements</li> <li>• Deep Seated legacy issues of the Directorates has lead to <b>decision paralysis</b></li> <li>• Programmes and schemes haven't been properly evaluated to ascertain their impact and economic relevance</li> <li>• Decision-making structures support Strategic Plan implementation – however, little confidence that management has on the quality of plans</li> <li>• Lack of continuity and institutional memory due to high staff turnover.</li> <li>• Inability to retain skilled staff and knowledge management</li> <li>• Silo approaches in terms of inter-departmental coordination</li> <li>• Poor Monitoring, Evaluation &amp; Reporting (MER) system</li> <li>• Lack of human and technical expertise</li> <li>• Insufficient IT Infrastructure</li> <li>• Limited public stakeholder engagements during the formulation of strategies, particularly from sectoral Ministries.</li> <li>• Poor feedback and input from stakeholders engagements due to lack of knowledge in the subject matter.</li> <li>• Unavailability of information regards to the activities and achievements of the SME Bank due to the lack/poor coordination between the two institutions.</li> </ul>	<p>Strategic Objective (SO6): <b>Enhance Organisational Performance</b></p>
<b>Industrialization and Trade Enhancement</b>	
<ul style="list-style-type: none"> <li>• The absence of the National Trade Policy Framework on Trade Services</li> <li>• Legislations &amp; Process not in place</li> <li>• Declining in the Manufacturing sectors</li> <li>• Lack of timely amendments of outdated laws and regulations</li> <li>• Lack of timely amendments of outdated laws and regulation</li> <li>• Lack of forward and backwards linkages between the economic sectors</li> <li>• Inadequate coordinated Planning and implementation for Joint Projects</li> <li>• Fragmented Business Support Programmes</li> <li>• Inadequate tax and non-tax based Investment Incentives</li> <li>• Declining in Economic competitiveness ranking (ease of doing business, global competitiveness)</li> </ul>	<p>Strategic Objective (SO1): <b>Improve the manufacturing base to realise industrialisation</b></p> <p>Strategic Objective (SO2): <b>Promote entrepreneurship culture to develop enterprises</b></p>



Strategic Issues	Strategic Objectives
<b>Investment and Trade Enhancement</b>	
<ul style="list-style-type: none"> <li>• Legislations &amp; Process not in place</li> <li>• Delays in Signing of Trade Agreements and MoUs</li> <li>• Delays in operationalizing the signed trade Agreements and MoUs</li> <li>• Lack of timely amendments of outdated laws and regulations</li> <li>• Lack of timely amendments of outdated laws and regulations</li> <li>• Inadequate coordinated Planning and implementation for Joint Projects</li> <li>• Absence of a Trade Policy</li> <li>• Absence of Export and Investment Promotion Strategy</li> <li>• Inadequate tax and non-tax based Investment Incentives</li> <li>• Declining in Economic competitiveness ranking (ease of doing business, global competitiveness)</li> </ul>	<p>Strategic Objective (SO3): <b>Promote and secure market access for Namibian products</b></p> <p>Strategic Objective (SO4): <b>Create a conducive and competitive environment for business growth</b></p> <p>Strategic Objective (SO5): <b>Promote, attract and retain investment</b></p>





## 5. STRATEGIC PILLARS, OBJECTIVES AND DEFINITIONS

Pillars	Strategic Objectives	Strategic Objectives Definitions
Industrialisation and Enterprise Development	(SO1): Improve the manufacturing base to realise industrialisation	<ul style="list-style-type: none"> <li>Accelerate and Prioritize Implementation of industry growth strategies</li> <li>Promotion and procurement of Namibian made products and services</li> <li>Identify specific joint projects for development and implementation</li> </ul>
	(SO2): Promote entrepreneurship culture to develop enterprises	<ul style="list-style-type: none"> <li>Enhance value addition through, development and strengthening capacity of local suppliers /producers of goods and services</li> <li>Encourage alignment / coordination of business support services with various Stakeholders</li> </ul>
Investment and Trade Enhancement	(SO3): Promote and secure market access for Namibian products	<ul style="list-style-type: none"> <li>Review , prioritize and implementation of Trade Agreements and MoUs</li> <li>Stakeholders consultation during negotiation , signing and implementation of Trade Agreements and MoUs</li> <li>Improve research of International Markets</li> <li>Improve support to local producers to meet local and international market requirements</li> <li>Ensure a national Trade Policy and its implementation strategy is in place</li> <li>Enhance cross border trade facilitation</li> </ul>
	(SO4): Create a conducive and competitive environment for business growth	<ul style="list-style-type: none"> <li>Shortening the time of developing Bills and Policies</li> <li>Ensure relevant legal frameworks and regulations are in place</li> <li>Improve ease of doing business</li> </ul>
	(SO5): Promote, attract and retain investment	<ul style="list-style-type: none"> <li>Ensure growth of investments in targeted sectors</li> <li>Improve investment incentives</li> <li>Enhance inter-Ministerial / Stakeholder project coordination</li> </ul>
Operational Excellence	(SO6): Enhance Organisational Performance	<ul style="list-style-type: none"> <li>Enhance technical and managerial capacity and Promote evidence-based decision making in the ministry;</li> <li>Ensuring prioritization of projects to promote effective utilisation/management of resources;</li> <li>Ensuring the decentralization of functions to regional councils to promote</li> </ul>



Pillars	Strategic Objectives	Strategic Objectives Definitions
		<p>ownership and service delivery;</p> <ul style="list-style-type: none"> <li>• Ensuring the availability of equipment, ICT infrastructure systems and Operationalisation of the website;</li> <li>• Utilisation of multiple channels to solicit sufficient funds ( e.g. engaging development partners );</li> <li>• Coordination and streamlining of activities within the ministry and with stakeholders with the aim of promoting cost sharing and avoidance of duplication;</li> <li>• Enforcing the implementation of Monitoring, Evaluation and Reporting system;</li> <li>• Ensuring the full Implementation of Performance Management System (PMS);</li> <li>• Ensure compliance to the rules and regulations through sensitization and timely implementation of Audit recommendations and queries;</li> <li>• Operationalisation of the Customer Service Charter;</li> <li>• Drive service delivery through business process re-engineering of functions;</li> <li>• Promoting team building and undertake <b>wellness</b> programmes;</li> <li>• Provide good working condition ;</li> <li>• Improve leadership and supervisory practice; and</li> <li>• Improve intra-ministerial coordination and collaboration to break operational-silos</li> </ul>



## 6. STRATEGIC PLAN (2017 – 22) MATRIX

Desired Outcome (NDP5; HPP)	Strategic Pillar	Strategic Objective	KPI	Indicator Definition	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
						Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2020/21)	Year 5 (2021/22)			Operational	Development	
Industrialization and Enterprise Development		Improve the manufacturing base to realise industrialization	Annual Growth rate of the manufacturing sector (%)	Percentage year-on-year change in value of GDP measured in constant prices	1.2	3.4	3.4	3.4	3.4	3.4	Industrial Planning and Development	Development of Manufacturing Plants	28,500	538,847	DID
		Promote entrepreneurship culture to develop enterprises	Growth rate of operational enterprises (%)	Percentage year-on-year change in number of enterprises registered for income tax (restricted to firms with annual returns from N\$0 to N\$10m as per the revised definitions of MSMEs)	11.4	11.4	11.4	11.4	11.4	11.4		Investor Services	150,450		DID



Desired Outcome (NDP5; HPP)	Strategic Pillar	Strategic Objective	KPI	Indicator Definition	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
						Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2020/21)	Year 5 (2021/22)			Operational	Development	
Investment and Trade Enhancement	Promote and secure market access for Namibian products.	Growth rate in exports of Namibian products and services (%)	<i>Measures the share to the total exports of Namibian products and services</i> <b>Measurement:</b> Annual amount (N\$) of Namibian products and services exported/ total amount (N\$) of products and service exported	1.3	1.6	1.9	2.2	2.5	2.8	Trade and Investment Promotion	Provision of Secure Markets	47,040	86,000	DIT	
		% share of manufactured goods to total exports	Measures the percentage share of manufactured goods to the total exports <b>Measurement:</b> Total amount (N\$) of manufactured goods / total amount (N\$) of exports	47.8	48.0	48.5	49.0	49.5	50					DIT	
	Create a conducive and competitive environment for business growth	Ease of doing business points	Measures the improvements of the points under the Ease of doing Business index.	58.82	60.0	61.2	62.4	63.6	65.0	Trade and Investment Promotion	Improve the Act and Policy Environment	5,500		Commerce	
		Global competitive index score	Measures the improvements of the score of the Global competitive index.	4.02	4.06	4.1	4.15	4.17	4.2						



Desired Outcome (NDP5; HPP)	Strategic Pillar	Strategic Objective	KPI	Indicator Definition	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
						Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2020/21)	Year 5 (2021/22)			Operational	Development	
		Promote, attract and retain investment	Gross Fixed Capital formation (GFCF) as % share of GDP (Nominal terms)	Measures the percentage share of Gross Fixed Capital formation (GFCF) to the national GDP (excluding public services)	18.2%	18.5%	19%	19.5%	20%	20.5%	Trade and Investment Promotion	Investment Project and Incentive Management		75,000	NIC
			Manufacturing GFCF as % share of GDP (Nominal Terms)	Measures the contribution share in percentage of manufacturing to the GDP.	3.0%	3.0%	3.3%	3.6%	3.9%	4.2%		Investment Promotion	55,000		NIC



Desired Outcome (NDP5; HPP)	Strategic Pillar	Strategic Objective	KPI	Indicator Definition	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
						Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2020/21)	Year 5 (2021/22)			Operational	Development	
Operational Excellence	Enhance Organisational Performance	Namibia Operations Performance Index for Government Institutions (NOPIGI)	This index measure the overall performance maturing of the OMA by assessment of several operational indicators, under the following domain: <ul style="list-style-type: none"> <li>- Performance Management</li> <li>- Human Resource Development &amp; Planning</li> <li>- Financial Management</li> <li>- Service Delivery</li> <li>- Leadership &amp; Governance</li> <li>- Records Management</li> <li>- Asset &amp; Fleet Management</li> </ul> <b>Interpretation of Scores:</b> <ul style="list-style-type: none"> <li>- 0: No Data/ No performance</li> <li>- 0&gt; and &lt;0.25: Low performance</li> <li>- &gt;0.25 and &lt;0.5: Average performance</li> <li>- &gt;0.5 and &lt;0.8: Good performance</li> <li>- &gt;0.8 and 1: High performance</li> </ul>	4.73	5,15	5.8	6.2	6.7	7.4	Policy Supervision and Coordination	Provision of Operational Services	74,000		GS	
		% progress in the execution of the MICT decentralisation plan	Key public services that are to be decentralized & prioritized in the regions up to the grass roots level, as per the Decentralization Policy	45	55	70	80	90	100						



Desired Outcome (NDP5; HPP)	Strategic Pillar	Strategic Objective	KPI	Indicator Definition	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
						Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2020/21)	Year 5 (2021/22)			Operational	Development	
			% of key processes streamlined	Business processes that has an impact on customers and stakeholders needs, re-engineered and implemented	35	40	50	60	70	80					
			% of key services accessed online	The KPI measures the efficiency and accesability of the Ministry's key services on line by all clients/customers.	40	50	80	90	100						
			% compliance to OAG statutory requirements	The compliance of budget execution in accordance to all OAG requirements	92	93	95	96	97	99					
			Ministerial Performance Score	This indicator measures overall performance scores of the ministry; calculated by computing the simple average score of all managers and chiefs of the ministry after individual annual Performance Appraisal.	2.0	2.5	3.0	3.2	3.5	3.7		Improvement of Organisational Performance	15,755		GS
			% staff satisfaction	The satisfaction of staff members in terms of organisational leadership, working environment and staff well being.	57	60	65	70	75	85					
			% Customer Satisfaction Rate	This indicator measures the rate of satisfaction of the customers in the ministry's service delivery and its conformity with the Customer Service Charter	1.5	2.0	2.5	3.6	3.8	4.0		Customer Service Charter	7,000		GS



## 7. CRITICAL SUCCESS FACTORS

Critical success factors are a condition for the implementation of any Strategic plan. These are specific inputs/factors to be in place which, if not present would hinder the attainment of targets and achievement of objectives. The Ministry of Industrialization, Trade and SME Development therefore identified the following as critical factors for the implementation of the 2017/18-2021/22 Strategic Plan.

- 1. Performance Excellence and Effective Service delivery.** In order for the Ministry of Industrialization, Trade and SME Development to achieve what it have set in its vision, mission and core values, the Ministry need to find method on how to excel in the provision of its services. A competent and willing labor force should be enhanced. There is a need to prioritize and rationalize the use of resources and a prudent financial management to ensure that programmes and projects to serve the target customers.
- 2. Continued Monitoring & evaluation** reporting and feedback on the strategic plan implementation for continued improvement. Effective, transparent and comparable M&E projects or activities must therefore take place to further determine the impact of the ministry's efforts.
- 3. Employee attraction and retention** for the success of this Strategic Plan, the Ministry of Industrialization, Trade SME Development need to inspire motivate and develop its people and make them feel valued. This takes special leadership qualities. Through creating a firm but fair leadership style, focusing on developing mutual trust, shared beliefs and strong relations, staff members in return will show commitment and ownership. The Ministry should create effective employee retention strategies. It should strive to maintain a working environment which supports current staff in remaining, to enhance their job satisfaction and reduce the substantial costs involved in hiring and training.
- 4. Stakeholders Relations** The Ministry through its core values should strive to continuously maintain and develop strong relations with its various stakeholders. It should seek cooperative and mutually beneficial relationships with other institutions, businesses, development partners and governments at home and abroad to enhance and support its programmes.





5. **Alignment to the Budget** Strategic Plan fail to achieve the intended results due to a lack of financial resources. Therefore to deal with this challenge, Directorates need to realistically estimate the cost/resource requirements for the strategic programmes to be implemented. Resource allocations as per MTEF estimation should be aligned to programmes so as to ensure the achievement of maximum results with minimum resources. The focus should be on strategic outcomes customer benefits/impacts. The individual cost estimates of Programmes / projects needs to be consolidated to determine the total cost which will inform and be linked to the budget.



## ANNEXURE

### Annex 1: Stakeholders Analysis

Stakeholders form an integral and critical component for the attainment of our vision, but to also share the responsibilities for upholding our core value and ethical standards. In our effort to collaborate and coordinate with our Stakeholders, we expect them to increase the credibility of our efforts, to assist in implementing the interventions central to our work, advocate for changes to institutionalise the effort, fund and expand our efforts.

All our stakeholders must have access to information regarding our programmes and action plan to sustain their involvement; this will foster long-term commitment and institutionalization of collaboration. To this end, the ministry takes cognisance of the diverse needs of our stakeholders. It is therefore imperative that the Ministry collaborates with all our stakeholders in pursuit of being **“A leading agent for economic structural transformation.”**

Our stakeholders’ expectations and needs are presented in the table below:

STAKEHOLDERS NAME	STAKEHOLDER’S EXPECTATIONS	STAKEHOLDERS NEEDS
<b>Direct Beneficiaries : (Investors Domestic, International and MSMEs)</b>	<ul style="list-style-type: none"> <li>• PPP arrangements in setting up projects</li> <li>• Supportive business environment e.g. effective and predictable policies, industrial land, access to utilities, incentives.</li> <li>• Conducive labour environment e.g. predictable and consistent and policies; skilled labour force</li> <li>• Project enhancements support such as equipment aid, feasibility studies and industrial upgrading.</li> </ul>	<ul style="list-style-type: none"> <li>• Infant Industry Protection</li> <li>• Economic Incentives</li> <li>• Industrial Land</li> <li>• SME Certification Manufacturing Status</li> </ul>
<b>Ministry’s Agencies</b>	<ul style="list-style-type: none"> <li>• Be informed on priority areas on industrial &amp; entrepreneurship development</li> <li>• Advise on locally produced products for local market access</li> <li>• Monitoring and evaluation Realization of core functions as indicated in the Act</li> <li>• Deal structuring on project initiatives.</li> <li>• Capital support where needed.</li> <li>• Clear mandate to implement industrial development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Co-planning</li> <li>• Collaboration</li> <li>• Coordination communication,</li> <li>• Information Sharing</li> <li>• Funding</li> <li>• Advise on industrial statistic needs</li> </ul>
<b>Financial Institutions</b>	<ul style="list-style-type: none"> <li>• Collaboration on sectoral projects identification and creation of a viable deal pipeline seeking development finance.</li> <li>• Partnering and collaborating in terms of MSME support as well as ensuring resource mobilization for the Bank’s sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Be informed about on the National Industrial Policy</li> <li>• Collaboration on sectoral supports in terms of financing and business development services.</li> </ul>



STAKEHOLDERS NAME	STAKEHOLDER'S EXPECTATIONS	STAKEHOLDERS NEEDS
<b>OMAs and SOE's</b>	<ul style="list-style-type: none"> <li>• Sharing of information/data on trading and enterprises</li> <li>• Visionary and responsive planning, monitoring</li> <li>• Decentralization of MITSMED activities where feasible.</li> <li>• Collaboration on sectoral planning as well as development budgeting design for the industrial sector.</li> <li>• Collaboration on developing and promoting key projects using available instruments such as Infant Industry Impact assessment through Monitoring and Evaluation of projects</li> </ul>	<ul style="list-style-type: none"> <li>• MSMEs specific data</li> <li>• Collaboration on rural and urban industrialization initiatives and projects.</li> <li>• Policy coordination within MITSMED cluster</li> <li>• Protection and economic incentives.</li> <li>• Opportunities for co-development of projects and schemes of support.</li> <li>• Opportunities for co-leveraging of sectoral resources for greater impact.</li> <li>• Opportunities for development of sectoral policies and sectoral growth strategies.</li> <li>• Communication and reporting</li> <li>• Funding</li> </ul>
<b>United Nations Agencies</b>	<ul style="list-style-type: none"> <li>• Realize all Conventions, Agreements</li> <li>• Sustainable Development Goals (SDG) Project implementation Monitoring and evaluation impact of programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Work ethics</li> <li>• Strategic aligned planning</li> <li>• Time on task,</li> <li>• Timely reporting,</li> <li>• Appropriate use of allocated funds</li> </ul>
<b>SADC</b>	<ul style="list-style-type: none"> <li>• Implement the youth programmes under SADC fully (SADC Declarations</li> </ul>	<ul style="list-style-type: none"> <li>• Timely reporting)</li> <li>• Monitoring and evaluation</li> </ul>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>• Co-funding and support for the Development Programmes</li> <li>• Development of work plans and agenda to ensure expected outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Assistance and funding</li> </ul>
<b>Associations (Manufacturing Associations, etc</b>	<ul style="list-style-type: none"> <li>• Coordination</li> <li>• Inclusion in our planning and programme/mandate execution, also monitoring where applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Consultation</li> <li>• Funding</li> </ul>







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