

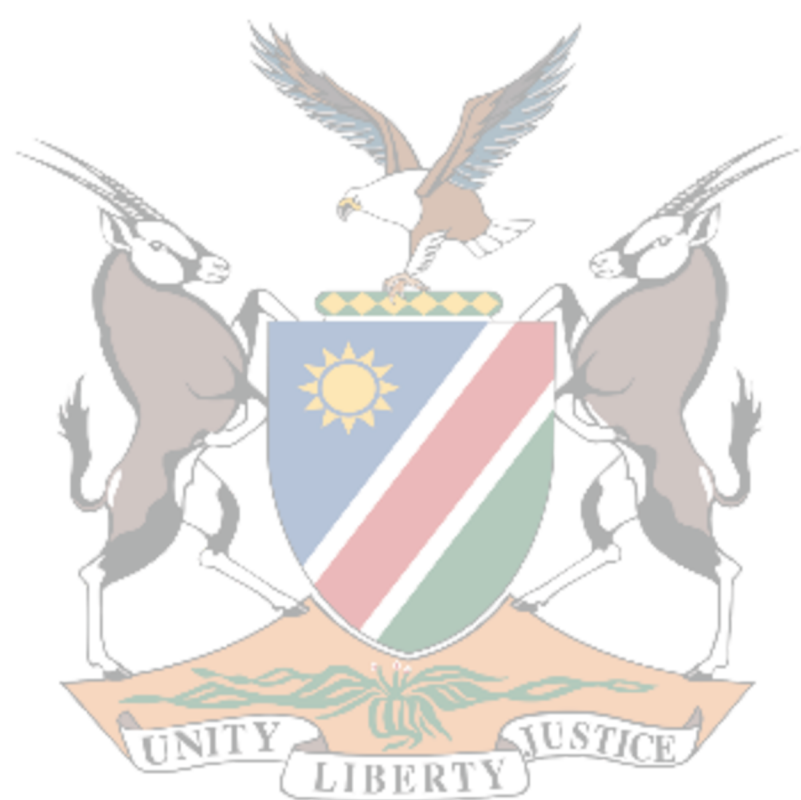
# MINISTRY OF FINANCE



# STRATEGIC PLAN 2025 – 2030



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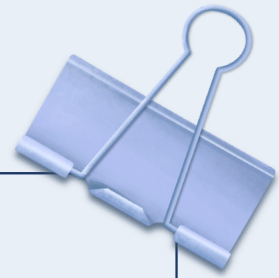




MINISTRY OF FINANCE

# STRATEGIC PLAN 2025-2030

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# ABBREVIATIONS

AFDB	: African Development Bank
CSF	: Critical Success Factors
e-GP	: Electronic Government Procurement
GDP	: Gross Domestic Product
HPP	: Harambee Prosperity Plan
ICT	: Information Communication Technology
IMF	: International Monetary Fund
KPI	: Key Performance Indicators
MEFMI	: Macroeconomic and Financial Management Institute of Eastern and Southern Africa
M&E	: Monitoring and Evaluation
MTEF	: Medium Term Expenditure Framework
MoF	: Ministry of Finance
NEEEF	: New Equitable Economic Empowerment Framework
NDP	: National Development Plan
OMA	: Office Ministry Agency
OPM	: Office of the Prime Minister
PESTEL	: Political, Economic, Social, Technological, Environmental, and Legal
PPP	: Public Private Partnership
PSEMAS	: Public Service Employees Medical Aid Scheme
PFM	: Public Financial Management
SACU	: Southern African Customs Union
SWOT	: Strengths, Weaknesses, Opportunities and Threats
TFA	: Trade Facilitation Agreement
WTO	: World Trade Organization

# FOREWORD

It is with a deep sense of duty and commitment to the people of the Republic of Namibia that I present the Ministry of Finance strategic plan for the period 2025–2030. This strategic plan is anchored in the constitutional mandate of the Ministry, as provided for under Articles 124, 125 and 126 of the Constitution, and is aligned to the national development aspirations articulated in Vision 2030 and the Sixth National Development Plan (NDP 6). Guided by its constitutional mandate, the Ministry of Finance remains committed to the formulation and implementation of sound economic and fiscal policies that ensure prudent management of public resources, promote macroeconomic stability, and advance national development.

The 2025–2030 strategic plan is developed at a time when Government continues to pursue fiscal consolidation, while simultaneously safeguarding the socio-economic well-being of our citizens. It reflects a deliberate and balanced approach to strengthening public financial management, enhancing domestic resource mobilisation, and ensuring that public expenditure delivers maximum value for money.

This strategic plan sets out clear priorities and programmes that will guide the ministry over the next five years. These include strengthening economic policy advisory services, enhancing public finance management and procurement frameworks, advancing Public–Private Partnerships, and reinforcing governance and oversight of Public Enterprises. In addition, the Plan emphasises nurturing human capital, digital transformation, institutional efficiency, and evidence-based decision-making as key enablers of performance.

A central pillar of this strategic plan is the commitment to prudent fiscal management. In an environment of constrained resources, the Ministry will continue to prioritise expenditure management, improve efficiency, and enhance transparency and accountability across all public financial systems. This will ensure that every Namibian dollar delivers value and measurable results.



The strategic plan also recognises the importance of collaboration within Government, with the private sector, and with development partners to achieve national socio-economic objectives. Through strengthened partnerships and innovative financing mechanisms, including Public–Private Partnerships and targeted development funds, we aim to unlock new opportunities for investment, job creation, and economic diversification. These partnerships will enable us to unlock new opportunities for investment, job creation and economic diversification.

In conclusion, this strategic plan places the Namibian people at its centre, guided by prudence and productivity in managing public resources. Its success will depend on the continued support and collaboration of all stakeholders.

**ERICA SHAFUDAH, MP**  
**MINISTER OF FINANCE**

# ACKNOWLEDGMENT

## BY THE EXECUTIVE DIRECTOR

The Ministry of Finance embarked on journey of crafting this strategic plan for the period of 2025/26– 2029/30. The plan outlines the Ministry’s long-term goals and specific strategies to boost the economic growth, promote financial stability and achieve operational excellence.

Henceforth, I wish to extend my heartfelt gratitude to the management and all officials of the Ministry of Finance for their invaluable contributions and active participation during the development of this strategic plan. The commitment and seriousness have created a vibrant and truly multifaceted document that will serve as a foundation for decision making for the next five-year period.



Special appreciation is extended to the Office of the Prime Minister for their guidance, invaluable comments and overseeing the strategic planning process which greatly made this strategic plan a reality. To our stakeholders, I extend my heartfelt gratitude for your time and valued input during our rigorous stakeholder consultations. Their inputs and views provided the much needed ‘customer perspective’, and ultimately a ‘customer-focused’ Strategy.

In conclusion, it is my belief that the implementation of the Programs, projects and strategies outlined in this plan will ensure that Ministry meets its goals and objectives. I therefore call upon each and every member of the Ministry to take ownership of the initiatives set out herein in order to achieve our common goals.

A handwritten signature in dark ink, appearing to read 'Oscar Capelao', written in a cursive style.

**OSCAR CAPELAO**  
**EXECUTIVE DIRECTOR**

# EXECUTIVE SUMMARY

The 2017/18 – 2021/22 Strategic Plan of the Ministry of Finance which was subsequently extended for a further three (3) financial years up to 2024/25 to ensure continuity in implementation and alignment with national development priorities, has come to an end. As a result a review process of such plan was done to assess the progress made towards targets and objectives set for that period. Some significant achievements key learning has been made during the implementation of afore-mention strategic plan. This has led to the development of the new strategic plan for the period 2025/26–2029/30 aimed at implementing the mandate of the ministry laid out in Article 125 of the Constitution, as well as to be in line with the goals and objectives of Vision 2030, and the NDP6.

This strategic plan is organised into ten (10) chapters, with chapter one (1) covering basic introductory and background issues pertinent to the strategic plan. Chapter two (2) outlines the mandate of the ministry and covers our vision, mission as well as the core values. Chapter three (3) provides a detailed framework of the internal and external factors affecting the implementation of the mandate of the ministry with a focus on the SWOT and PESTEL analysis, it identifies the various factors that impact on the identified Key Result Areas or Themes of the Ministry.

Chapter four (4) discusses the key strategic and cross cutting issues identified through the previous strategy review as well as the environmental scanning process, it outlines the key strategic issues that impact heavily on the effective implementation of the ministry's programs. Chapter five (5) describes the strategic themes identified for the new strategy and narrates the key strategic objectives set out for each of the themes.

Chapter six (6) outlines the matrix for the strategic plan, and indicates the key performance indicators to be measured and the targets set over the five (5)-year period, as well as the high level projects to be implemented. Chapter seven (7) focuses on the assessment of risk identified for the ministry, while chapter eight (8) highlights the factors critical for the implementation of the strategy. Chapter nine (9) highlight the Implementation, Monitoring and Evaluation strategies, and Chapter ten (10) is the annexure section that outlines the outcome of the stakeholder mapping exercise as well as the monitoring and evaluation framework and also includes the mechanism that will be used to manage the implementation of this strategic plan.



# 1

# INTRODUCTION

# 1. INTRODUCTION

This Strategic Plan covers the period 2025/26 –2029/30 and represents the strategic direction that the ministry will take for the next five (5) years in order to achieve its strategic objectives and fulfil its mandate. This strategic plan is anchored on eight (8) strategic objectives in five (5) strategic themes that were identified during an assessment of the ministry's situation analysis.

The Ministry of Finance derives its mandate from Article 125 of the Namibian Constitution. Over the strategic plan period, the Ministry commits itself to further uphold the mandate of being the custodian of the State financial resources, while maintaining fiscal policies that are supportive of economic growth and development, and to ensure that resources of the State are accounted in a systematic manner. The core functions of the Ministry of Finance can be summarized into five main areas namely:

1. Regulatory reforms and policy formulation;
2. Fiscal Strategy management and regulatory oversight of the financial sector;
3. Public Finance Management;
4. Oversight of Public Procurement; and
5. Risks and resources management.

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

The strategic plan is pivotal in shaping a roadmap for implementation and drives the organisation towards achieving a common goal. The strategic plan represents the key policy actions to be implemented which are aligned to the objectives of Vision 2030, NDP6, the SWAPO party manifesto, Sustainable Development Goals (SDGs), Agenda 2063 and Medium-Term Expenditure Framework (MTEF) to ensure effective implementation of interventions.

In formulating this strategic plan, the ministry adopted the Performance Management System as a culture for improved service delivery and accountability to the public. Therefore, the Annual Plan and individual Performance Agreement will be aligned to achieve the objectives of the strategic plan.

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

In preparation of the 2025/26–2029/30 Strategic Plan, the ministry deemed it appropriate to carry out a review of the 2017/18 – 2021/22 Strategic Plan, the results of which are provided as follows:

The 2017/18 – 2021/22 Strategic Plan of the Ministry of Finance covered five (5) financial years and was subsequently extended for a further three (3) financial years up to 2024/25 to ensure continuity in implementation and alignment with national development priorities.

During the implementation period, the Ministry recorded significant achievements across its core mandates. Notably, substantial progress was made in strengthening Namibia's financial governance, regulatory framework, and revenue administration systems. Key financial sector legislation, including the Financial Institutions Market Bill, the NAMFISA Bill, and the Financial Sector Adjudicator Bill, was coordinated, drafted, and tabled in Parliament, thereby laying a stronger foundation for effective financial sector oversight and regulation.

In the area of fiscal management, the Ministry successfully managed public debt obligations, including the full redemption of the Eurobond issued in 2011, which was repaid in 2021. This achievement demonstrated prudent debt management and a commitment to fiscal sustainability.

Furthermore, enforcement of tax, customs, and excise legislation was intensified through targeted compliance operations. These efforts resulted in the seizure of non-compliant goods and increased collection of penalties. The Ministry also conducted several national operations and clean-up initiatives, while strengthening international and regional cooperation through cooperation engagements, and stakeholder consultations on illicit financial flows. Collaboration with international partners, as well as aviation and security stakeholders, was further enhanced during this period.

Significant progress was also achieved in public procurement reform. The Public Procurement Act and its accompanying regulations came into effect in 2017, marking a major milestone in enhancing transparency, accountability, and fairness in public procurement. Implementation of the Act was supported through extensive training and capacity-building initiatives, which contributed to improved compliance across public institutions.

To further strengthen procurement capacity, the Ministry developed a Capacity Building Strategy in 2020/21 and initiated a consortium comprising the University of Namibia (UNAM), the Namibia University of Science and Technology (NUST), and the Namibia Institute of Public Administration and Management

(NIPAM) to develop a public procurement curriculum. As a result, the consortium institutions now offer short courses in public procurement, with NUST additionally providing both short courses and accredited qualifying programmes in procurement.

In advancing procurement digitalization, the Electronic Government Procurement (e-GP) information website and portal were launched on 1 April 2022. During the 2024/25 Financial Year, the Ministry, with technical support from the World Bank, developed the e-GP User Requirements to inform the development of a fully transactional e-GP system. The next phase focuses on the recruitment of a Project Manager to oversee the development, implementation, and eventual rollout of a full national e-GP system.

Complementing these reforms, the Code of Good Practice on Preferences was finalised and gazetted, coming into operation on 31 January 2023. The Code establishes an overarching policy framework for the application of preferential and reserved procurement in Namibia and aims to promote, facilitate, and strengthen the implementation of Government empowerment and Industrialisation policies by providing clear guidance on the application of preferences and reservations in terms of the Act.

In support of revenue modernisation, the Integrated Tax Administration System (ITAS) was successfully launched and tested in preparation for commissioning in 2019. In addition, the Ministry supported Small and Medium Enterprise

(SME) development through the financing of the SME Financing Strategy implemented by the Development Bank of Namibia (DBN), thereby contributing to inclusive economic growth.

Despite the notable achievements recorded during the implementation of the 2017/18–2021/22 Strategic Plan, the Ministry operated within a challenging macroeconomic and institutional environment that affected the pace and extent of implementation. Prolonged slow economic growth constrained fiscal space and revenue performance, limiting the Ministry's ability to fully resource planned programmes and initiatives. These pressures were further compounded by recurring drought conditions, which placed additional demands on public finances as Government was required to prioritise emergency relief and social support interventions.

The outbreak of the COVID-19 pandemic posed an unprecedented disruption to operations, service delivery, and revenue collection.

At an institutional level, the Ministry also experienced staff turnover which resulted in capacity gaps, delays in implementation.

Collectively, these challenges affected overall performance and underscored the need for strengthened institutional resilience, enhanced human resource retention strategies, and adaptive planning approaches to ensure continuity and effectiveness in the implementation of future strategic plans.



# 2

## HIGH LEVEL STATEMENTS

## 2. High-Level Statements

### 2.1. Mandate

**To formulate economic and fiscal policies that seek to manage public finances in order to promote socio - economic development and sustainable economic growth. The mandate further seeks to manage the State Revenue Fund, assets and liabilities as well as to promote ultimate oversight of the financial sector.**

### 2.2. Vision

**“To be at the forefront of driving towards sustainable economic prosperity for all Namibians”**

### 2.3. Mission

**“To ensure prudent public finance management and effective governance of public enterprises for Namibia’s sustainable, inclusive social economic growth and development.”**

## CORE VALUES

As a well-organised institution, the ministry has identified principles that will guide the behaviour standards of its members as well as its relationship with its external stakeholders. These are the principles that everyone will follow in the course of performing individual and collective duties and responsibilities. These are as follows:

<b>Integrity</b>	<b>Accountability</b>	<b>Transparency</b>	<b>Value for Money</b>	<b>Empathy and Helpfulness</b>
We shall do the right thing even when nobody is looking.	We shall be accountable for our actions.	We shall be open, consistent and fair to each other and our stakeholders.	We shall not waste public resources.	We shall treat each other and our stakeholders with respect and care.



# 3

## ENVIRONMENTAL SCANNING

# 3. Environmental Scanning

This part of the report highlights the internal and external environmental scan or situation analysis of the ministry using the SWOT, PESTLE and Stakeholder Analysis technique. The strategic analysis focuses on issues that impact the identified Key Result Areas or Themes of the ministry.



## 3.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

During the development of this strategic plan, the ministry undertook a SWOT analysis which provided insights that will enable it to take advantage of the existing opportunities, build on its strengths and improve or mitigate its weaknesses and threats. Below is a summary of the SWOT Analysis.

<p><b>S</b></p> <p><b>STRENGTHS – INTERNAL</b></p> <ol style="list-style-type: none"> <li>1. Agile, Experienced and skilled staff.</li> <li>2. Enabling ICT infrastructures.</li> <li>3. Clear institutional policy direction.</li> <li>4. Teamwork.</li> <li>5. Good working relationship with developmental partners.</li> </ol>	<p><b>W</b></p> <p><b>WEAKNESSES – INTERNAL</b></p> <ol style="list-style-type: none"> <li>1. Lack of specialised skills including project management.</li> <li>2. Inadequate integration and stability of systems.</li> <li>3. Sub-optimal service delivery.</li> <li>4. Limited understanding on ethical codes of conducts/Staff rules.</li> <li>5. Operational inefficiency.</li> <li>6. Outdated Organisational structure.</li> <li>7. Outdated legislative and regulatory framework (PFM bill and static Tax rate).</li> <li>8. Over reliance on manual systems.</li> <li>9. Weak financial oversight and accountability.</li> <li>10. Lack of usage of computer assisted tools for audit engagements.</li> <li>11. Sub-optimal record management.</li> <li>12. Sub-optimal PPP regime.</li> </ol>
<p><b>O</b></p> <p><b>OPPORTUNITIES – EXTERNAL</b></p> <ol style="list-style-type: none"> <li>1. Leveraging on ICT.</li> <li>2. Capacity building through development partners and resource mobilisation.</li> <li>3. Stable and regulated financial systems.</li> <li>4. Positive and good stakeholder and media relations.</li> <li>5. Leveraging on value chain income from emerging industries including oil &amp; gas and green industrialisation.</li> <li>6. Leveraging regional integration for stable revenue.</li> <li>7. Use the procurement system to promote local sourcing.</li> <li>8. Promoting Public Enterprise reform through financial oversight.</li> <li>9. Financing of the infrastructure through partnerships.</li> <li>10. Harness regional developmental opportunities for Namibian products.</li> <li>11. Effective management of SACU Windfall revenue.</li> <li>12. Broaden tax base and capital raising opportunities in the region.</li> <li>13. Incentivize manufacturing and industrial sectors.</li> <li>14. Youth fund consolidation and optimisation.</li> </ol>	<p><b>T</b></p> <p><b>THREATS – EXTERNAL</b></p> <ol style="list-style-type: none"> <li>1. Threats from Cybersecurity.</li> <li>2. Unemployment, high income Inequality and poverty.</li> <li>3. Economic uncertainty in the SACU region.</li> <li>4. Geo-political tension in the world.</li> <li>5. Volatility in inflation levels (Sudden price rise).</li> <li>6. Volatile Climatic conditions (drought, Flood).</li> <li>7. Energy insecurity.</li> <li>8. Noncompliance to laws e.g PEGA, Procurement Act.</li> <li>9. Negative public perceptions in the procurement system, tax ministration and access to development finance.</li> <li>10. Negative public perception over key regulations emanating from legislation such as FIMA.</li> </ol>

# PESTEL

## 3.2 PESTEL Analysis Matrix

A broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was undertaken. This enabled the Ministry to telescope and candidly describe the environment in which it operates and therefore be able to appreciate the factors that will either support or impede the process of implementing the strategic plan. The table below shows the PESTEL Analysis.

### Political Factors

#### Domestic

- Political stability with smooth transition of power.
- Multi-party democracies with regular free and fair elections.
- Changes in Ministry leadership introduces shifting priorities and strategic direction.
- Delays in domestic policy formulation and approval.
- Policies perceived unfavourably by the Private sector inkling potential investors – (e.g. NIPF Bill, NEEEF Regulations, Sustainable Special Economic Zones, etc).
- Public Enterprises (PE) Reforms delayed or put on hold.
- Lack of coordination and collaboration between Offices, Ministries, and Agencies (OMAs), and between Directorates and Departments within ministries.

#### Regional

- Political uncertainty in regional coalition governments.
- Persistent instability in parts of West Africa and the Horn of Africa.
- Advancing Regional and Continental economic integration.
- Improvements and easy cross-border trade and movement of goods.

#### Global

- Growing global interest and engagement in Africa's development.
- Enhanced African representation in international institutions and forums.
- Geopolitical instability in the Near and Middle East affecting global energy markets.
- Increased tensions among global economic powers, fuelling trade barriers.
- Trends toward de-globalization, including economic decoupling and increased tariffs.
- Rising global debt levels, affecting international financial flows and donor support.

# PESTEL

## Economic Factors

- Sectoral Growth Opportunities: Emerging prospects in mining, agriculture, and renewable energy (solar, wind, and green industries).
- SACU Revenue Volatility: Continued dependency on Southern African Customs Union receipts poses fiscal uncertainty.
- Public Sector Wage Bill: Persistent pressure on the national budget due to a high public wage bill.
- Commodity Price Fluctuations: Exposure to global commodity price swings impacts revenue stability.
- Environmental Campaigns: Growing international pressure against extractive industries (e.g., offshore oil & gas exploration, marine phosphate mining, and bans such as trophy import restrictions) potentially affecting investment inflows.
- Long term:
  - ✓ **Fossil Fuels and Green Hydrogen:** Mixed Outlook:
  - ✓ **Oil & Gas:** Exploration yields less promising outcomes resulting in delays in project execution and reduce investor confidence.
  - ✓ **Green Hydrogen (GH2):** Feasibility studies show limited viability and long-term dependence on subsidies. Pilot projects do not meet expectations, other countries gain competitive advantage due to faster project implementation and due to comparative advantages.

## Social Factors

- **Social Safety Nets:** Strong social safety net ensures social cohesion, contributes to domestic demand.
- **High unemployment:** Job creation remains below targets, especially amongst the youth segments.
- **Population growth:** At a rate of 3 percent per annum, feeding into greater demand for all kinds of Government services.
- **Rising Poverty Levels:** Poverty rates have increased since 2016, with limited signs of reversal.
- **Education and Health Challenges:** Underperformance in education and inadequate healthcare infrastructure strain human capital development.
- **Skills Deficit:** Mismatch between labour market needs and workforce qualifications hinders economic productivity.
- **Gender-Based Violence:** High prevalence of GBV continues to affect social cohesion and economic participation.
- **Disease outbreak:** Vulnerability to disease outbreaks adds pressure on the health system and public finances (e.g. malaria, waterborne diseases).

# PESTEL

## Technological Factors

- Advancement in technologies results in new business opportunities, reduces costs of doing business.
- Rapid technological advancements and the emergence of disruptive digital business models (such as online shopping platforms and online booking systems) are reshaping traditional revenue streams, thereby negatively affecting conventional revenue collection mechanisms.
- Technological advances result in jobless economic growth.
- Insufficient infrastructure prevents Namibia from harnessing benefits of 4IR.
- Rural area learners left behind due to lack of reliable and proper IT infrastructure.
- Cyber security threats.
- Artificial Intelligence for better data analysis.
- Information system integration for seamless data sharing and immediate decision making.

## Environmental Factors

- Environmental protection enshrined in constitution and regulations in place.
- Namibia's flora & fauna offers economic opportunities (tourism, film industry, etc.).
- Global warming's impact on agriculture sector, infrastructure, health, tourism, etc. increases
- Surface and underground water resources are depleting due to highly variable rainfall patterns.
- Marine mining operations and or accidents pollute part of coastal areas and or fishing grounds; land mining pollutes underground water resources.
- Animal diseases disrupt livestock farming and farming income.
- Interest/ demand in Green/ sustainable procurement.

## Legal Factors

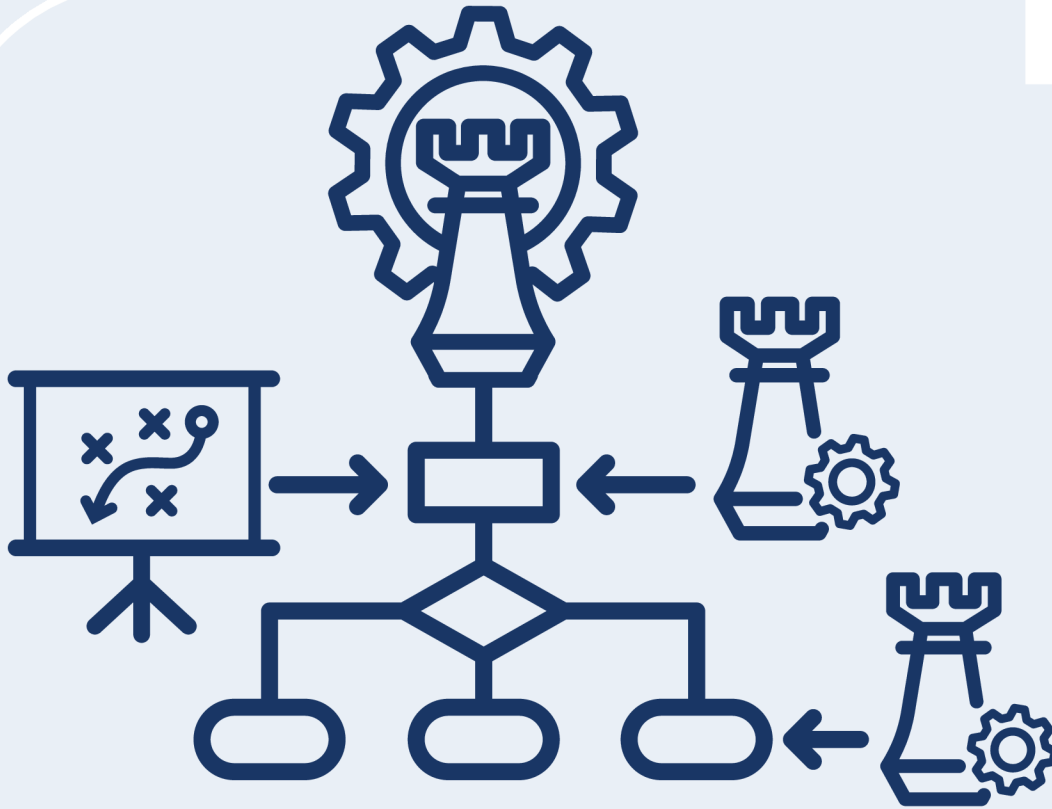
- Independence of judiciary.
- Slow judicial processes.
- Shortage of legal drafters results in considerable delays of new laws & regulations (Investment delays in new industries, Grey-listing, stalled reforms, etc.).
- Time-consuming procurement processes.
- New environmental standards at major trading partners affect investment and export opportunities (e.g. Carbon Border Adjustment Mechanism (CBAM), Inflation Reduction Act (IRA)).
- Over-regulation and bureaucracy in establishing a business.

# PESTEL

## Ethical Factors

- Dedication and commitment of staff.
- Mismanagement of public funds, fraud, corruption.
- Tax evasion and avoidance.
- Crime—Exposure to economic crimes such as money laundering, illicit financial flows, cyber-enabled fraud, and other criminal activities that negatively affect revenue mobilisation and financial integrity.





# 4

## STRATEGIC ISSUES

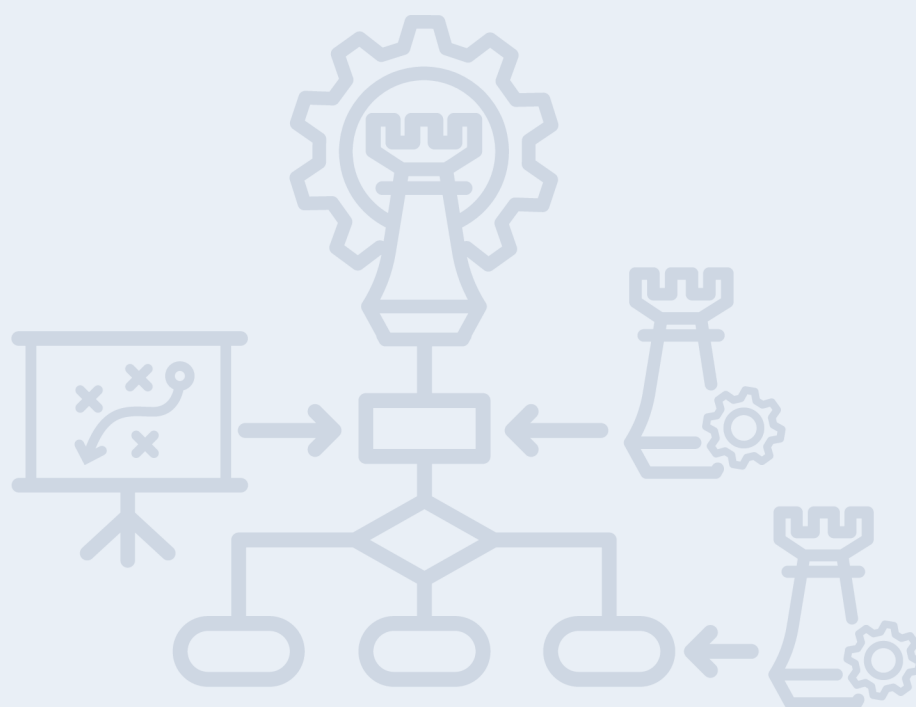
## 4. Strategic Issues

Some of the key strategic issues and challenges were identified that impact heavily on the effective implementation of the ministry's programs and are addressed in this strategic plan include the following:

Issue	Action	Responsible
Lack of specialized skills including project management	<ul style="list-style-type: none"> <li>Identify skills gap and develop an intervention program</li> <li>Introduce Coaching and Mentoring initiatives</li> <li>Utilize assistance from development partners for specialized skills and training (MEFMI, IMF, World Bank, AFDB, ICAN, Local Universities)</li> <li>Project management for all management</li> </ul>	Human Resource
Inadequate integration and stability of systems	<ul style="list-style-type: none"> <li>Identify key processes and reengineer (e.g. Budget, PSEMAS, Procurement, Payment Automation, Debt Management)</li> <li>Asses the need for integration and identify areas for improvement for stability</li> </ul>	Directorate Heads of Budget, Medical Aid, PPU, Expenditure, IT, Asset and BPI Committee
Limited understanding on ethical codes of conducts/Staff rules	<ul style="list-style-type: none"> <li>Awareness program/Training</li> </ul>	Human Resource
Outdated Organisational structure	<ul style="list-style-type: none"> <li>Develop and implement fit for purpose structure that talks to the Organisational strategy</li> </ul>	Administration
Outdated legislative and regulatory framework (PFM bill and Tax law)	<ul style="list-style-type: none"> <li>Finalize the PFM Bill in line with the agreed chart</li> <li>Review of Tax Law and implement agreed Tax proposals</li> </ul>	Department Economic Policy
Unemployment, high income Inequality and poverty	<ul style="list-style-type: none"> <li>Facilitate the implementation of the diversification strategy developed in consultation with Development Partners such as the Harvard Growth Labs to address growth, unemployment and inequality</li> <li>Allocating fund toward MSME financing and support strategy with DBN and Agribank</li> <li>Strengthening the social safety net.</li> </ul>	Economic Policy and Minister's Office
Economic uncertainty in the SACU region	<ul style="list-style-type: none"> <li>Monitor and develop a response strategy</li> </ul>	Economic Policy in coordination with BoN
Inadequate cybersecurity measures	<ul style="list-style-type: none"> <li>Review and implement cyber security strategy</li> </ul>	Division Information Technology
High inflation	<ul style="list-style-type: none"> <li>Coordination between Fiscal and Monetary Policy</li> </ul>	Department Economic Policy
Climate conditions/change	<ul style="list-style-type: none"> <li>Develop a strategy on leveraging Climate Financing</li> </ul>	ACDM

## 4. Strategic Issues

Issue	Action	Responsible
Energy insecurity	<ul style="list-style-type: none"> <li>Facilitating financing the acceleration of the energy projects</li> </ul>	ED Finance, Department Public Enterprises and Minister Office
Limited optimisation of ICT in Service Delivery	<ul style="list-style-type: none"> <li>Leverage virtual training platforms</li> <li>Virtual meetings capability</li> <li>Upgrade Financial Monitoring System for Public Enterprises, Integration Performance Management System</li> </ul>	Division Information Technology
Positive stakeholder including media relations	<ul style="list-style-type: none"> <li>Implement internal and external media/ stakeholder management strategy</li> </ul>	PRO
To strengthen our rail network	<ul style="list-style-type: none"> <li>Develop a rail funding and usage strategy</li> </ul>	Minister Office
Optimising and leveraging value chain of income from oil and gas green hydrogen	<ul style="list-style-type: none"> <li>Finalize sovereign wealth fund Bill</li> </ul>	Minister Office
Use the procurement system to promote local sourcing	<ul style="list-style-type: none"> <li>Enhance compliance and promoting the Code of Good Practices</li> </ul>	PPU
Public Enterprise reform	<ul style="list-style-type: none"> <li>Ensure compliance and performance of PE to PEGA</li> </ul>	Department Public Enterprises





**5**

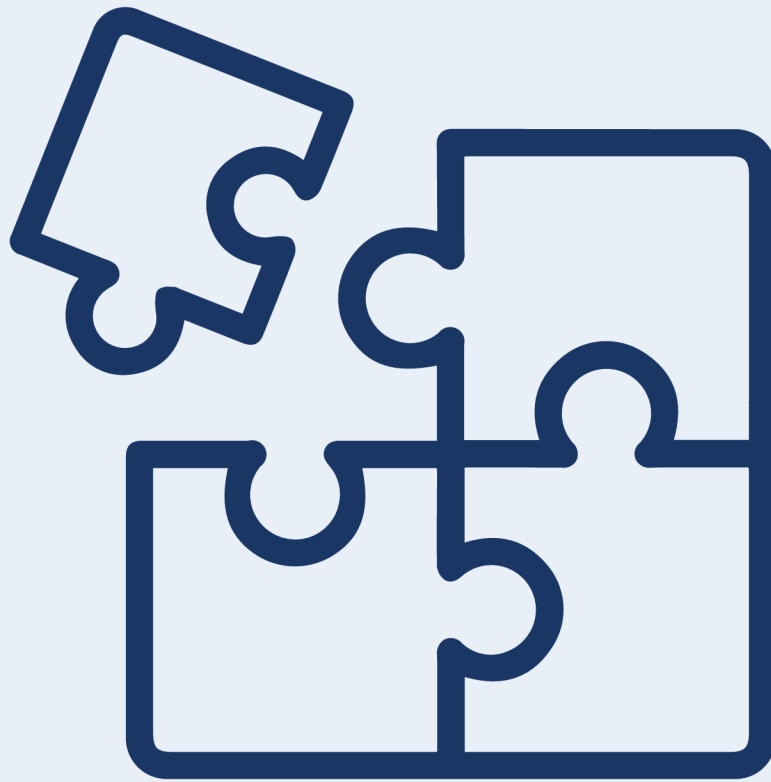
**STRATEGIC  
PILLARS AND  
STRATEGIC  
OBJECTIVES**

# 5. Strategic Pillars and Strategic Objectives

Strategic Pillars	Strategic Objectives	Description
<b>Regulatory reform</b>	1. Ensure effective regulatory framework & compliance	Develop, implement, and maintain a robust regulatory framework that aligns with applicable laws, policies, and industry standards. Regularly monitor compliance across all operations to ensure accountability, mitigate risks, and uphold organisational integrity. Facilitate audits, provide guidance on regulatory changes, and promote a culture of compliance throughout the organisation.
<b>Fiscal policy management &amp; governance</b>	2. Enhance fiscal & economic policies to accelerate economic growth	Formulate and implement sound fiscal and financial policies aimed at promoting sustainable economic growth, ensuring macroeconomic stability, and fostering inclusive and equitable socio-economic development. This includes prudent management of public resources, revenue generation, expenditure planning, and strategic investment to support national development priorities and reduce inequalities.
	3. Maximize revenue resources	Identify, develop, and optimize diverse revenue streams to enhance financial sustainability and support national development goals. This includes improving tax administration, broadening the revenue base, strengthening compliance mechanisms, and leveraging innovative financing strategies to increase public resource mobilisation.
<b>Economic Integration</b>	4. Promote private sector investments into government projects	Facilitate and strengthen collaboration between the public and private sectors to deliver infrastructure, services, and development projects more efficiently and sustainably. This includes creating an enabling policy and regulatory environment, ensuring transparent procurement processes, and fostering investor confidence to attract private sector participation in public initiatives.
	5. Promote trade facilitation and Cooperation with external economies	Enhance trade efficiency by simplifying and harmonising trade procedures, reducing barriers, and improving logistics and infrastructure. Strengthen bilateral, regional, and international economic cooperation to expand market access, attract investment, and integrate the national economy into global value chains. Foster partnerships that promote sustainable and inclusive trade growth.
<b>Public Enterprises Performance</b>	6. Enhance Good Corporate Governance	Strengthening the systems, principles, and practices that guide how Public Enterprises under the Ministry of Finance are directed, controlled, and held accountable, in order to ensure transparency, ethical leadership, effective oversight, and sustainable performance.

# 5. Strategic Pillars and Strategic Objectives

Strategic Pillars	Strategic Objectives	Description
<b>Operational Efficiency</b>	7. Enhance efficiency of the Public Procurement system and compliance to the Public Procurement Act	Strengthen the public procurement system by streamlining processes, promoting transparency, and leveraging technology to improve efficiency, value for money, and timely delivery of goods and services. Ensure full compliance with the Public Procurement Act through capacity building, regular monitoring, and enforcement of procurement regulations and standards.
	8. Enhance Organisational Performance	Drive continuous improvement in Organisational effectiveness by strengthening strategic planning, performance management, and operational efficiency. Foster a results-oriented culture through capacity building, innovation, and data-driven decision-making. Align resources, systems, and processes to achieve institutional goals and deliver high-quality services.



# 6

## THE STRATEGIC PLAN MATRIX

# 6. The Strategic Plan Matrix

This chapter discusses the key issues that the ministry has identified and which it needs to address in order to effectively achieve its mission while also providing the leadership required to accelerate the realisation of the NDP6 and Vision 2030 aspirations. The strategic objectives and initiatives to be pursued in addressing the issues are also presented. Defining strategic programmes and objectives is vital for the realization of the defined objectives at the end of the strategic plan period. A matrix for the strategic plan was developed to ensure that there is a clear direction and successful implementation of the strategies identified. The following terminologies are used in the strategic plan Matrix:

## Strategic Themes / Pillars

These are the formulated strategic themes based on the vision, founding instruments, and the key insights from the situational analysis process, such as the SWOT and PESTEL.



## Strategic objectives

This is the statement of the desired result by translating Strategic Themes into Strategic Objectives, as part of bridging the gap between intent and action. To measure the desired result, the strategic plan should include strategic outcomes.

## Key Performance Indicators (KPIs)

These indicators are used to measure performance, versus the planned activities, and indicates how successful the Ministry of Finance was towards the implementation of the initiatives / programmes. This includes defining the KPI, types, identifying data sources, classification of KPIs, and direction of measurement.

## Performance Baselines & Targets

This refers to establishing the performance baseline and setting targets and what they mean; baseline (status quo) should be based on previous year or other benchmark sources.

## Programmes and Projects

This defines the means by which the ministry aims to achieve the strategic objectives, guided by collective programs, and their associated (specific) Projects including the responsible Unit.

# Strategic Plan Matrix

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Program me	Project	Budget		Responsible Unit
							Y1 (2025 /26)	Y2 (2026 /27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029 /30)			Operati onal	Develop mental	
DO0101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	Theme 1: Regulatory Reforms	Ensure effective regulatory framework & compliance	Number of Act/Bills tabled in the National Assembly	Formulation /Amended/ reviewed and tabling the following Bills in the National Assembly:	Absolute	0	Y1 (2025 /26)	Y2 (2026 /27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029 /30)	Policy Co-ordination and Support Services	Legislation and Policy Review	Operati onal	Develop mental	Office of the Minister Office of the Executive Director, Economic policy, All Departments
				1 Review of the Procurement Act, 2015. (Y1)			1	3								
				2 Formulation PFM Bill (Y2),												
				3 Amendment of the PPP Act, 2017. (Y2) 4 Namfisa Bill, (Y2)												
			% progress on comprehensive Review of Key Tax Legislations	Review tax instruments for competitiveness, such as: Customs and Excise Act (Y2); Transfer Duty Act; and Stamp Duty Act (Y2) Petroleum Income Tax Act (Y3); Income Tax Act (Y3) Value Added Tax Act (Y3)	Absolute	10%	20%	80%	100%		Policy Co-ordination and Support Services	Legislation and Policy Review	116,625,000.00		Economic Policy	

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025 /26)	Y2 (2026 /27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029 /30)			Operational	Developmental	
DO0101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	Theme 1: Regulatory Reforms	Ensure effective regulatory framework & compliance	Number of policies / Regulations developed / reviewed and or Gazetted	Formulation/amendment/Review of the following: -Financial Sector development Strategy 2025–2032 (Y1) -Integrated National Financing frameworks(Y1) -PFM Regulations (Y2) - Bank of Namibia Regulations (Y2)	Absolute		2	2			Policy Co-ordination and Support Services	Legislation and Policy Review			Public Enterprises State Accounts	
	Theme 2: Fiscal Policy Management & Governance	Enhance fiscal & economic policies to accelerate economic growth	Restore sovereign credit ratings improve to the Investment grade	The rating that aims to maintain and improve the international credit rating of investment Grades, utilising Fitch and Moody credit rating agencies through: Engagement with the credit rating agencies. Engagement with the internal Stakeholders and data maintenance. Debt, social risks – (high unemployment rates and income disparities,), Gross financial needs, and growth prospects	Absolute	BB	BB	BB	BB	BBB	Economic Policy advice	Fiscal Policy Analysis and Advisory Macroeconomic Analysis and projection Debt management Strategy development Regional and Economic Corporation Green Economy and Sustainable Development	5,594,000.00		Economic Policy, State Accounts	

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit				
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)			Operational	Developmental					
DO0101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	Theme 2: Fiscal Policy Management & Governance	Enhance fiscal & economic policies to accelerate economic growth	Fund extended through budgetary support to National Youth Fund	Measures the deployment of funds allocated to National Youth Fund to empower Namibians through: -Capitalize the fund annually -MSME financial education	Incremental	0	200m	300m	400m	450m	500m	Policy Co-ordination and Support Services	National Youth Fund			Economic Policy, State Accounts, Office of the Minister, Office of the Executive Director				
							32%	32%	32%	32%	32%						Revenue Management	Tax Policy Reforms	343,395,000.00	Economic Policy
							20%	21%	21%	21%	23%						Revenue Management	Tax Policy Reforms		Economic Policy
		Maximise revenue resource	% Total of revenue collected as a % of GDP (including SACU revenue)	Monitor the total revenue collection against the set target of 32% total revenue to GDP ratio. (i.e. total revenue to GDP ratio)  African level currently at 15%. Maintain current level of tax revenue as a percentage of GDP through the following initiatives: Revenue Management System and Processes Customs and Excise Management	Absolute +	32%	32%	32%	32%	32%										
			% Total of revenue collected as a % of GDP (excluding SACU revenue)	Monitor the total revenue collection against the set target of % total revenue to GDP ratio. (i.e. total revenue to GDP ratio)  The African level is currently at 15%. Maintain current level of tax revenue as a percentage of GDP	Absolute +	20%	21%	21%	21%	23%										

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Base line	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025 /26)	Y2 (2026 /27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029 /30)			Operational	Developmental	
DO0101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	Theme 3: Economic Integration	Promote trade facilitation and international cooperation.	Number of reports on international, regional engagements attended to, with recommendations for decision making. 1. SACU engagements (tariff board) 2. Tax treaty negotiations and re- negotiations 3. IMF engagements on enhancement of existing policies 4. AFCFTA engagements for trade facilitation 5. Tripartite FTA 6. Participation in international tax forums	Number of reports on international, regional engagements attended to, with recommendations for decision making. 1. SACU engagements (tariff board) 2. Tax treaty negotiations and re- negotiations 3. IMF engagements on enhancement of existing policies 4. AFCFTA engagements for trade facilitation 5. Tripartite FTA 6. Participation in international tax forums	Absolute	10	4	4	4	4	4	Economic Policy advice	Trade facilitation and international cooperation.			Economic Policy
		Enhance fiscal & economic policies to accelerate economic growth	% of public debt as a ratio of GDP	Measure the public debt level as a % of GDP through the following initiatives- 1. Borrowing Plan execution 2. Publish Borrowing annually 3. Publish the fiscal strategy. 4. Publish mid- year review policy statement 5. Development of Tax Expenditure Model	Absolute	66.8 %	61.9 %	61.5 %	61.5 %	61.5 %	61.5 %	61.5 %	Government Expenditure Management	Debt management Strategy development Redemption Strategy & Borrowing Strategy Budget Formulation and execution Expenditure and Financial Management State Assets and Liability management	1,945,820,000.00	

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit		
							Y1 (2025 /26)	Y2 (2026 /27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029/30)			Operational	Developmental			
DO0101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.		Enhance fiscal & economic policies to accelerate economic growth	# of Public expenditure review for selected Votes conducted	Number of votes reviewed	Absolute	0	6	9				Government Expenditure Management	Medium-Term Expenditure Framework			State Accounts		
							80%	85%	90%	90%	90%						Public Procurement Formulation, Coordination and Oversight.	84,170,000.00
							40%											
		Enhance efficiency of the Public Procurement system and compliance to the Public Procurement Act	% compliance of PEs to the procurement Act	Compliance of Public Entities to the procurement Act	Absolute (+)						Public Procurement Management					Procurement Policy Unit		
		Supplier chain capacity report complied	Supplier chain capacity report complied	Measure the supply chain capacity to meet the need for public procurement. Initiatives – Local Suppliers' Capacity	Absolute	0	1				Public Procurement Management							

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)			Operational	Developmental	
D00101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	Theme 3: Economic Integration	Promote private sector investments into government projects	# of PPP projects facilitated	PPP projects cleared as per the Act in the following sectors: – Water and Energy Sector – Housing and Land servicing sector – Education sector – Health sector – Agriculture sector – Logistic sector	Absolute	0	2	2	2	2	1	Public Private Partnership (PPP)	PPP Coordination	31,600,000.00		Public Private Partnership
	Theme 4: Public Enterprises Performance	Enhance Good Corporate Governance	% Compliance to PE Governance Frameworks	The extent to which PE under MoF comply to Governance frameworks	Incremental	40%	50%	60%	80%	85%	95%	Legal, Economic and Financial Advisory Services	Public Enterprises Governance, Oversight and Performance Management Corporate Governance Framework		Public Enterprises	

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)			Operational	Developmental	
DO0101: By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	Theme 4: Public Enterprises Performance	Enhance Good Corporate Governance	% Performance Compliance to PEs Performance and Governance Agreements	PE under the MoF performance and Sustainability Score improvement	Incremental	60%	65%	70%	75%	80%	90%	Legal, Economic and Financial Advisory Services	Public Enterprises Governance, Oversight and Performance Management			Public Enterprises
DO0408: By 2030, Namibia has improved public service delivery resulting in citizen satisfaction rate increasing from 54% to 70%.	Theme 5: Operational Efficiency	Enhance Organisational Performance	# of key services digitalised	Measures the extent to which the Ministry digitalized key services and made them accessible through online platforms.Key Initiatives: -PSEMAS Member Management System (Y2) -Data analytics and visualisation (Y2) - Electronic Government procurement (E-GP) Y3 -Budget Digitalisation (Y4)	Absolute			2	1	1	1	Policy Co-ordination and Support Services	Digital Transformation	1,210,332,000.00		Procurement Policy Unit Information Technology Administration
		Enhance Organisational Performance	Risk-Based Internal Audit Plan developed and implemented	Measure the development and implementation of the annual risk-based internal audit plan aligned with strategic risks.	Absolute	0%	100%	100%	100%	100%	100%	Policy Co-ordination and Support Services	Government Internal Audit Services			Internal Audit

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025 /26)	Y2 (2026 /27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029 /30)			Operational	Developmental	
DO0408: By 2030, Namibia has improved public service delivery resulting in citizen satisfaction rate increasing from 54% to 70%.	Theme 5: Operational Efficiency	Enhance Organizational Performance	Strengthening the public sector's Internal Audit and Risk Management	% Completion of planned activities aimed at improving the capacity, effectiveness, and coordination of internal audit and risk management functions within the public sector	Incremental	50%	60%	70%	80%	90%	100%		Government Internal Audit Services			Government Internal Audit & Policy Coordination
			# of PSEMAS reforms implemented	Identified Reforms implemented. – Governance Structure Health Care Service Providers Contract (Y1) – Medicines cost structure (Y2) – Benefits review (Y2) – Member Management System (Y2)	Absolute	0	1	3				Civil Servant Health Care Management	PSEMAS reforms			Administration
			% of Infrastructure secured (at ≥ 97%)	Measures the availability of the office space and other infrastructure secured at ≥ 97%.	Absolute	80%	97%	97%	97%	97%	97%	97%	97%	Policy Co-ordination and Support Services	Building maintenance and renovations	35,967,000.00

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025 /26)	Y2 (2026/ 27)	Y3 (2027 /28)	Y4 (2028 /29)	Y5 (2029/ 30)			Operational	Developmental	
DO0408: By 2030, Namibia has improved public service delivery resulting in citizen satisfaction rate increasing from 54% to 70%.	Theme 5: Operational Efficiency	Enhance Organizational Performance	% progress on record management enhancement	Record Management	Incremental	10%	40%	80%	100%		Policy Co-ordination and Support Services	Electronic Document Record Management System (EDRMS)			Administration	
			% of stakeholders' satisfaction	Measuring stakeholders' satisfaction rate through a survey	Incremental	60%	65%	75%	80%		Policy Co-ordination and Support Services	Stakeholder Management	200,000.00		Public Relations	
			% of availability and effectiveness of ministry security systems	Measure the availability and the effectiveness of the security systems such as CCTV, Access Control and Fire Systems in the Ministry (measure the strategy)	Absolute	50%	80%	85%	90%	98%		Policy Co-ordination and Support Services	Security Risk Management	6,000,000.00		Security and Risk Management Services Division
			% of Ministerial Performance Score $\geq$ than 80	Overall average performance scores of the ministry based on the Annual Plan performance review	Absolute	80%	80%	80%	80%	80%		Policy Co-ordination and Support Services	Performance Management System	500,000.00		Administration All Directorates



# 7

## RISK ASSESSMENT

# 7. Risk Assessment

Risk Title	Risk Description	Who is to be affected	Strategic Objective	Risk Assessment: (moderate, high, low)	Mitigation strategy to prevent the possible risks	Responsible Person/Unit
Funding	Inadequate budget provision to implement most critical programmes/projects	The entire public service	Enhance Organisational Performance	High	Prioritise budget spending towards more critical areas, secondly implement cost cutting initiatives to improve spending in critical areas. Explore other source of funding outside the GRN balance sheet	State Account & All Heads of Units, Treasury
Unsustainable debt portfolio	Consistent growth in spending patterns without corresponding growth in revenue, due to unrestrained spending and poor performing economy.	National economy, Government and other stakeholders, due to limited instruments to propel growth of the economy. Worsening debt to GDP ratio and consequently a larger deficit thus negatively impacting credit rating scores	Promote Macro-economic stability	High (Potential to be moderate if debt to GDP ratio target is maintained)	Strengthen macroeconomic and fiscal policies to promote economic growth and prudent fiscal management	State Account & All Heads of Units
Inability to attract and retain suitable skills	Inability to attract and retain critical human capital (skills and expertise) leading to poor service delivery	Performance of the ministry of finance will negatively be affected	Enhance Organisational Performance	High (Potentially moderate if effects are limited to the Ministry)	Develop a mentoring programme or Succession Plan for supervisory posts and pave a path for staff retention. Develop a retention strategy	State Account & All Heads of Units

Risk Title	Risk Description	Who is to be affected	Strategic Objective	Risk Assessment: (moderate, high, low)	Mitigation strategy to prevent the possible risks	Responsible Person/Unit
Inappropriate management of resources	Inappropriate management of resources, leading to adverse audit opinions	Weaker National economy performance, less resources will be availed for infrastructural development, and majority apportioned to operational issues	Enhance fiscal & economic policies to accelerate economic growth	High	Communicate regularly to all Departments / Directorate on the importance of compliance. Enforce implementations of the required recommendations	PS & All Heads of Units
Fraud and corruption	Fraud and corruption resulting in loss of financial resources, with reputational implications	The integrity of the Ministry of Finance as well as the national perception by external parties (adversely affecting foreign direct investment)	Enhance Organisational Performance	Moderate (Potentially could be high if measures are not in place to deal with offenders)	Strengthen the current financial management systems. Carry out Annual Audits on bigger Financial Assets and introduce related awareness programmes to induct staff/managers on corrupt related issues	ED & All Heads of Units
Financial exclusion	Financial exclusion, which may have a negative impact on stability, growth, poverty reduction and more equitable distribution of resources and capacity	The National economy will be affected because, not all inhabitants have access to instruments, which allows them to participate the financial sector.	Ensure effective regulatory framework & compliance	High (Potentially moderate if programs are in place to include all stakeholders)	Emphasize on the on-going monitoring of existing mechanisms.	ED & All Heads of Units

Risk Title	Risk Description	Who is to be affected	Strategic Objective	Risk Assessment: (moderate, high, low)	Mitigation strategy to prevent the possible risks	Responsible Person/Unit
Fiscal contingent liability	Implicit and explicit contingent liabilities exposure on government materializing	Weaker National economy performance due to increased debt financing costs.	Enhance fiscal & economic policies to accelerate economic growth	High	Monitor processes for state-owned enterprises and the contingent liability.	All Heads
Cyber Security	Inadequate/underutilized Information security systems and infrastructure, and cybersecurity systems resulting in disruption of financial systems and compromise sensitive information.		Enhance organisational performance	High	<ol style="list-style-type: none"> <li>1. Constantly reviewing and updating the ICT policies and ensure users are aware of them.</li> <li>2. Continuous user education on IT security.</li> <li>3. Conduct Quarterly Risk Assessments &amp; Network/ vulnerabilities scanning.</li> <li>4. Update Disaster Recovery Plans (DRP) and recovery procedures;</li> <li>5. Develop a Business Continuity Plan (BCP);</li> <li>6. Schedule Quarterly failover tests on critical systems (Test DRP &amp; BCP);</li> <li>6. Continuous system and devices hardening, conducting routine monitoring and evaluation of security controls; Conduct a thorough review of firewall configurations.</li> <li>7. Ensure audit log/trail feature is enabled on all critical systems and monitored.</li> <li>8. Develop and implement an organization-wide patch management policy schedule.</li> <li>9. Conduct Pen Testing exercises</li> <li>10. Conduct regular inventory checks &amp; Maintain up to date Hardware &amp; Software.</li> </ol>	Information Technology

Risk Title	Risk Description	Who is to be affected	Strategic Objective	Risk Assessment: (moderate, high, low)	Mitigation strategy to prevent the possible risks	Responsible Person/Unit
Reputational Risk	If perceived as mismanaging public funds, failing in policy implementation, delaying service delivery, lacking transparency in budget preparation, or being associated with corruption or inefficiency.	Government, Citizens, Investors, Employees and Political leadership	Enhance organisational performance	Moderate to High	1. Enhance transparency and communication 2. Public Education	PRO



**8**

**CRITICAL  
SUCCESS  
FACTORS**

# 8. Critical Success Factors

The Critical Success Factors (CSFs) are those essential areas of activities in which the Ministry of Finance must perform commendably well in order to ensure the successful execution of its strategy. It is essential that the Ministry of Finance carefully manage the following factors to achieve success in the implementation of projects:

## 1 Effective Leadership

Get management involved in the formulation as well as top management endorsement of the strategic plan. Have a committed leadership team that is able to motivate, provide guidance and inspire all staff members to have the desire and commitment necessary to execute the ministerial strategic plan successfully.

## 2 Communication

Regularly and effectively communicate the strategic plan intent, action plans and progress to all staff members and stakeholders to ensure that the Strategic Plan is understood. This will also ensure that everybody knows what is expected of them and how they can contribute to the successful implementation of the ministerial strategic plan.

## 3 Monitoring and Evaluation

Regular monitoring and evaluation of the implementation of programmes and projects is necessary to assess success and execution rates to obtain optimal and effective revenue collection as well as to devise corrective measures for successful implementation of programmes and activities. Monitoring and evaluation is paramount to the effective administration of public finance management.

## 4 Operationalize Strategy

Have the discipline and institutional capacity to successfully implement the strategy. Facilitate the advocacy of the ministerial vision, mission and core values at high level of management to install ownership and accountability towards attaining the ideas outlined in the ministerial strategic plan.

## 5 Skills Capacity enhancement

Regular platform of skills transfers improved is essential for the ministry to keep on par with international best practice and development as well as retaining of institutional memory.

# 8. Critical Success Factors

## 6 Structure review

● Fit for purpose structure to align to the strategy

## 7 Collective ownership

● Ensure all staff levels understand and embrace the content of the strategic plan to guarantee ownership.

## 8 Integrity

● In implementing the strategic plan in an honest, fair, respectful, transparent and consistent manner.

## 9 Accountability

● Ensure a sense of responsibility when implementing the strategic plan, as well as regularly providing feedback to all stakeholders maintaining a good communication practice.

## 10 Transparency

● Ensure openness, accountability, honest, and sharing information with the citizens. Public regularly providing feedback.





# 9

## IMPLEMENTATION, MONITORING AND EVALUATION

# 9. Implementation, Monitoring and Evaluation



## Commissioning the Strategy

The Strategic Plan will be launched by the Ministry and published on its website to ensure easy access for stakeholders and the general public



## Implementation Readiness

The objectives of the strategic plan can only be achieved if it is put into action and as such this strategic plan must be converted into Annual Plans. Therefore, each directorate or department shall cascade the strategic plan to their annual plans' by identifying strategic objectives for which they have a direct or indirect influence.

The Annual Plan is a one-year schedule of activities or tactical operations which are linked to the departments' budgetary and other resources.



## Institutional Audit & Capacity Alignment

For the successful implementation of this strategic plan, the Ministry will institute regular management reviews to assess progress made towards the achievement of results stated herein. The identifying of key processes to be re-engineered and restructuring will be significant for the successful implementation of this strategic plan. The ministry will ensure stronger collaboration amongst departments/directorates through departmental and directorates meetings as well as stakeholder's engagement to promote collective ownership and responsibility for the outcomes.

The ministry will aim to have adequate number of personnel with sufficient requisite knowledge, skills and competences for providing quality services and technical support to MoF and the general public. During the strategic plan the ministry will strive to have in place state of the art Information Communication Technology (ICT) and systems to enhance service delivery.



## Monitoring & Evaluation

Monitoring and Evaluation are essential tools for ensuring that resources including time, are utilised efficiently for the purpose of achieving agreed objectives. Since the plan has been prepared after making specific assumptions will be closely monitored during the entire period of its implementation as they may affect the achievement of the set performance targets.



## Monitoring

Implementation of the plan will be through annual work plans and budgets. Every implementation unit will ensure its respective annual work plans and budgets are prepared within the framework of the plan. The activities detailed in the implementation plans will form the basis for preparing departments/directorates annual plan and budgets. Management will ensure that all policies, programs, rules and regulations are prepared and reviewed on the basis of the Plan. The reporting system will require that each implementing unit monitors its activities as contained in its annual plans and budgets and prepare periodic performance reports.



## Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In a changing environment, some of the key assumptions may drastically change and affect implementation of the set outcome targets. It is in the course of evaluation that the effect of such changes will be determined and appropriate corrective action taken. The information generated from the M&E exercise will be used to make any necessary adjustments during the implementation process and input into annual review programs.



# 10

# ANNEXURES

# Annexure 1: Stakeholder Analysis

Name of stakeholder	What are their need(s) and expectation(s)	What do you expect from them	What is the impact of your relation
O/M/AS	<ol style="list-style-type: none"> <li>1. Effective and efficient service delivery</li> <li>2. Review of outdated and complex laws, policies, regulations and procedures</li> <li>3. Transparency in public finances management</li> <li>4. Capacity building on policies, laws, systems, procedures and processes</li> <li>5. Timely processing of payments</li> <li>6. Timely, accurate and reliable financial reporting system</li> <li>7. Continuous engagement on fiscal, economic and administrative issues</li> <li>8. Automation of processes and systems integration</li> <li>9. Good work ethics</li> </ol>	<ol style="list-style-type: none"> <li>1. Compliance with laws, policies, regulations, guidelines, deadlines and specifications</li> <li>2. Timeous and accurate information/data</li> <li>3. Regular engagement</li> <li>4. Cooperation and effective communication</li> <li>5. Integrity</li> <li>6. Speedy finalization of bilateral Agreement</li> </ol>	<ol style="list-style-type: none"> <li>1. Quality service delivery</li> <li>2. Improve efficiency and effectiveness</li> </ol>
Bank of Namibia	<ol style="list-style-type: none"> <li>1. Harmonization of activities related to monetary and fiscal policies</li> <li>2. Accurate projections and analysis of macroeconomic issues</li> <li>3. Reliable fiscal and monetary policies</li> <li>4. Clear information and directives on cash, debt and reserve management</li> <li>5. Timely and accurate submission of Government commitments</li> <li>6. Efficiency in service delivery</li> </ol>	<ol style="list-style-type: none"> <li>1. Regular Collaboration on economic data analysis, monetary and balance of payments</li> <li>2. Efficiency in debt issuance and cash management</li> <li>3. Timely settlement of Government commitments</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved financial system efficiency</li> </ol>
Public Enterprises	<ol style="list-style-type: none"> <li>1. Accurate projections and analysis of macroeconomic issues</li> <li>2. Clear policy directives</li> <li>3. Speedy implementation of Government policies</li> <li>4. Support, cooperation and continuous engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. Comprehensive Integrated Strategic Business Plan (ISBN) with clear strategic objectives, projects and targets.</li> <li>2. Corporate compliance and good Governance</li> <li>3. Regular reporting and Sound Financial Statements</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved performance and efficient service delivery</li> </ol>

Name of stakeholder	What are their need(s) and expectation(s)	What do you expect from them	What is the impact of your relation
Financial institutions	<ol style="list-style-type: none"> <li>1. Reliable financial information for</li> <li>2. Continuous engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. Affordable financial services</li> <li>2. Efficient and secured domestic financial market for Government debt</li> <li>3. Timeous and reliable financial information</li> </ol>	<ol style="list-style-type: none"> <li>1. Stability in financial market</li> </ol>
Development partners/ International Organizations/ Investors	<ol style="list-style-type: none"> <li>1. Effective policies, laws, regulations and processes</li> <li>2. Compliance to international standards</li> <li>3. Speedy and cost effective implementation of projects, programs, reforms and policies</li> <li>4. Collaboration, participation, commitment and information sharing.</li> <li>5. Prudent Fiscal and financial management</li> <li>6. Economic stability</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuous technical and financial assistance</li> <li>2. Reliable guidance on fiscal and economic matters</li> <li>3. Continuous engagement</li> <li>4. Assistance in project/investment promotion activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance knowledge and skills</li> <li>2. Positive credit rating</li> </ol>
General Public	<ol style="list-style-type: none"> <li>1. Quality service delivery</li> <li>2. Good work ethics</li> <li>3. Speedy implementation of policies, programs and projects</li> <li>4. Effective communication</li> </ol>	<ol style="list-style-type: none"> <li>1. Effective communication</li> <li>2. Cooperation</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase confidence and trust in public service</li> <li>2. Improved relationships between public and Ministry</li> </ol>
Media	<ol style="list-style-type: none"> <li>1. Transparency and Accountability</li> </ol>	<ol style="list-style-type: none"> <li>1. Objective reporting</li> </ol>	<ol style="list-style-type: none"> <li>1. Information dissemination</li> <li>2. Creation of awareness</li> </ol>

# Annexure 2: Action Plan for SWOT Analysis

SWOT	ACTION
<b>WEAKNESSES</b>	
Lack of specialized skills including project management	<ul style="list-style-type: none"> <li>• Identify skills gap and develop an intervention program</li> <li>• Introduce Coaching and Mentoring initiatives</li> <li>• Utilize assistance from development partners for specialized skills and training (MEFMI, IMF, World Bank, AFDB, ICAN, NUST)</li> <li>• Project management for all management</li> <li>• Leadership training</li> <li>• Conduct comprehensive specialized skill gap audit</li> </ul>
Inadequate integration and stability of systems	<ul style="list-style-type: none"> <li>• Asses the need for integration and identify areas for improvement for stability</li> <li>• Business process re-engineering</li> <li>• Accelerate integration and interfacing of Systems</li> </ul>
<b>Operational inefficiency:</b>	
Limited understanding on ethical codes of conducts/Staff rules	<ul style="list-style-type: none"> <li>• Awareness program/training creation</li> </ul>
Outdated organizational structure	<ul style="list-style-type: none"> <li>• Finalise and submit for approval fit for purpose structure that talks to the organizational strategy</li> </ul>
Outdated legislative and regulatory framework (PFM bill and static Tax rate)	<ul style="list-style-type: none"> <li>• Finalize the PFM Bill,</li> <li>• Finalize Credit consumer bill</li> <li>• Review the tax and procurement law.</li> <li>• Social Protection legislation</li> <li>• Review of the PPP Policy and legal framework</li> <li>• Submit Sovereign Wealth Fund bill for approval</li> <li>• Finalize PAAB bill</li> </ul>

**OPPORTUNITIES – EXTERNAL**

<p>Leveraging on ICT</p>	<ul style="list-style-type: none"> <li>• Leverage virtual training platforms</li> <li>• Virtual platforms usage capability</li> <li>• Enhance Financial Monitoring System for Public Enterprises, Integration Performance Management System for Public Enterprises</li> <li>• Digitalize identified key processes</li> <li>• Leverage on Nam-X for systems integration</li> <li>• Develop PSEMAS Member Management System</li> <li>• Review the status of IFMS/SILNAM (oversight of Silnam) in the next five years.</li> </ul>
<p>Positive and good stakeholder and media relations</p>	<ul style="list-style-type: none"> <li>• Implement internal and external media/ stakeholder management strategy.</li> </ul>
<p>Leveraging on value chain income from emerging industries including oil &amp; gas and green industrialization</p>	<ul style="list-style-type: none"> <li>• Accelerate the Finalization of the Sovereign Wealth Fund Bill</li> </ul>
<p>Leveraging regional integration</p>	<ul style="list-style-type: none"> <li>• Advocate and support a strategy to access regional and continental markets.</li> <li>• Facilitate cross boarder infrastructures</li> <li>• Develop in the re-imagined SACU document Namibia position for stable revenue/fair share</li> <li>• Develop a strategy for Namibia position to host the SADC regional development fund</li> </ul>
<p>Promoting Public Enterprise reform through financial oversight</p>	<ul style="list-style-type: none"> <li>• Coordinate the transition of PEs to their respective line Ministries</li> <li>• Amend PEGA to enable the transition</li> <li>• Strengthen and monitor financial performance of PE</li> <li>• Assess PE fiscal risks exposure</li> </ul>
<p>Financing of the infrastructure through partnerships</p>	<ul style="list-style-type: none"> <li>• Review the policy agenda of Namibian PPP regime</li> <li>• review and remodel the PPP Act</li> <li>• Actively promote private sector participation into infrastructure development through PPP</li> <li>• Mobilize the resources through government guarantee for commercial infrastructure</li> </ul>

**OPPORTUNITIES – EXTERNAL**

<p>Effective management of SACU Windfall revenue</p>	<ul style="list-style-type: none"> <li>• Develop in the re-imagined SACU document Namibia position for stable revenue/fair share</li> <li>• Develop a policy on options of managing and utilizing windfall revenue for fiscal prudence.</li> </ul>
<p>Harness regional developmental opportunities</p>	<ul style="list-style-type: none"> <li>• Advocate and support a strategy to access regional and continental markets.</li> <li>• Facilitate cross boarder infrastructures</li> <li>• Develop a strategy for Namibia position to host the SADC regional development fund</li> </ul>
<p>Broaden tax base</p>	<ul style="list-style-type: none"> <li>• Review environmental fiscal reforms (submission to Cabinet)</li> <li>• Continuously review current tax legislation (BEPS project)</li> </ul>
<p>Incentivize manufacturing and industrial sectors</p>	<ul style="list-style-type: none"> <li>• Finalize special economic zone regime tax incentives</li> <li>• Finalize the development of a tax expenditure Model (cost of exemptions and existing incentives to be provided)</li> </ul>
<p>Use the procurement system to promote local sourcing</p>	<ul style="list-style-type: none"> <li>• Enhance compliance and promoting the Code of Good Practice</li> <li>• Review Code of Good Practice</li> </ul>
<p>Public Enterprise reform</p>	<ul style="list-style-type: none"> <li>• Finalize Ownership Policy and Transformation Plan</li> <li>• Develop reform agendas on PEs– DPE</li> <li>• Finalization of the draft regulations under PEGA</li> <li>• Finalization of the Framework Categorization</li> <li>• Amend PEGA</li> <li>• Finalize the establishment of Holding Company</li> <li>• Ensure compliance and performance of PE to PEGA</li> </ul>

## SWOT

## ACTION

### THREATS – EXTERNAL

Unemployment, high income inequality and poverty	<ul style="list-style-type: none"><li>• National Youth Fund implementation</li><li>• Coordination of the Youth internship program</li><li>• Monitor and improve the outcome of the tax – incentive for youth internship</li><li>• Finalise a position paper on economic diversification and submit to Cabinet</li><li>• Allocating fund toward MSME financing and support strategy with DBN and Agribank</li><li>• Strengthening the social safety net</li></ul>
Economic uncertainty in the SACU region	<ul style="list-style-type: none"><li>• Monitor and develop a response strategy</li><li>• Develop in the re – imagined SACU document Namibia position</li></ul>
Threats from Cybersecurity	<ul style="list-style-type: none"><li>• Review and implement cyber security strategy</li></ul>
High inflation	<ul style="list-style-type: none"><li>• Coordination between Fiscal and Monetary Policy</li></ul>
Climate conditions/change	<ul style="list-style-type: none"><li>• Develop a strategy on leveraging Climate Financing</li><li>• Review environmental fiscal reforms (submission to Cabinet)</li></ul>
Energy insecurity	<ul style="list-style-type: none"><li>• Facilitating financing the acceleration of the energy projects</li><li>• Continuous budget support of Baynes Hydro – Power Plant</li></ul>





REPUBLIC OF NAMIBIA

## MINISTRY OF FINANCE

-  Head Office: Moltke Street, Windhoek, Namibia
-  P/Bag 13295, Windhoek, Namibia
-  +264 61 2099111
-  [pr@mof.gov.na](mailto:pr@mof.gov.na) | [www.mof.gov.na](http://www.mof.gov.na)