



Republic of Namibia

HARAMBEE PROSPERITY PLAN | 2016/17 - 2019/20

Namibian Government's Action Plan towards Prosperity for All

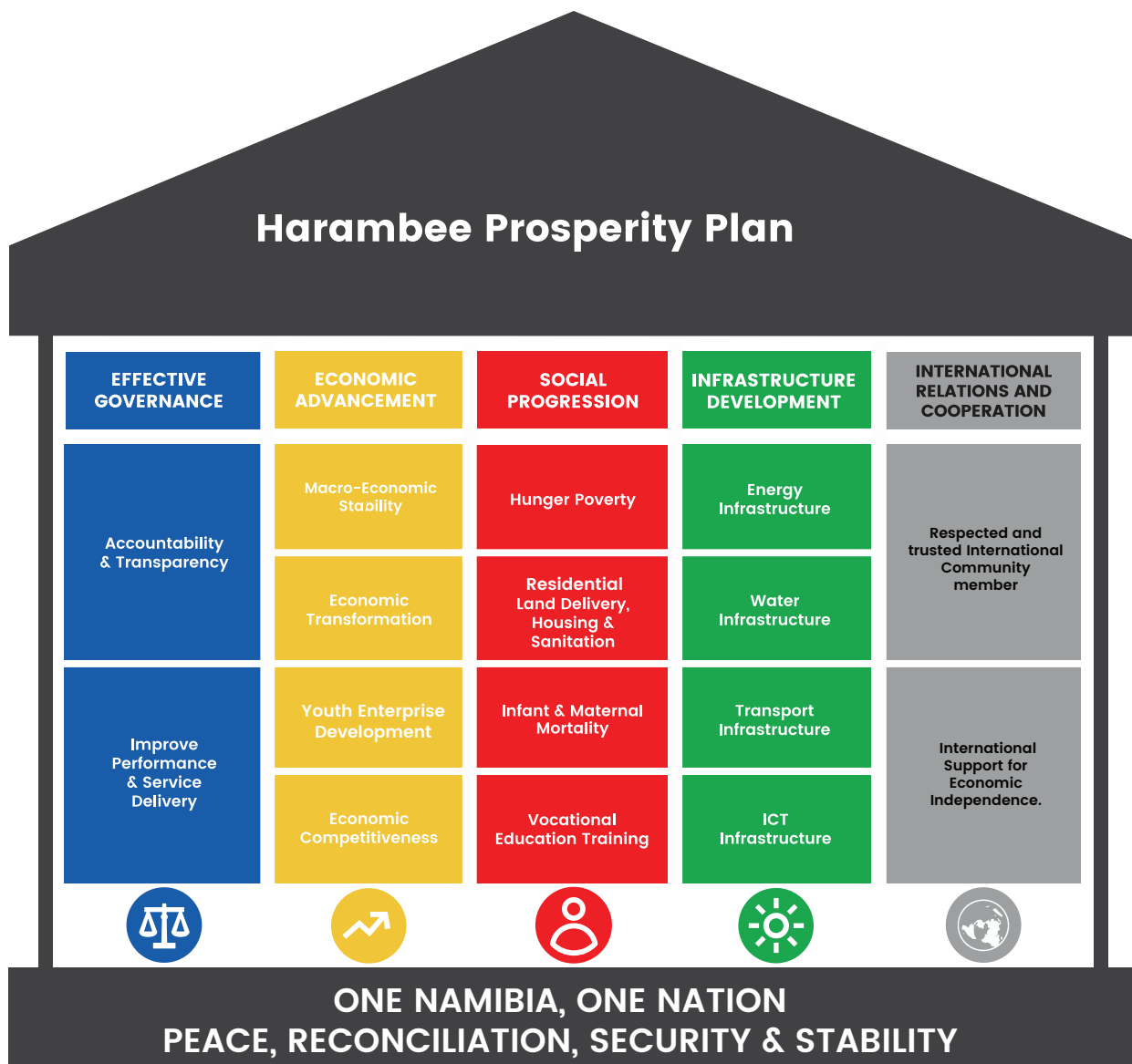
Draft for Discussion



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HPP STRUCTURE



The **HARAMBEE PROSPERITY PLAN (HPP)** is constructed around the Namibian narrative. It acknowledges that we are not starting afresh, but that we must continue with the construct of an inclusive Namibian House, built on a solid foundation of peace and stability. We are unified by our national identity and stand united in Cause, to usher Namibia into the epoch of Prosperity.

LIST OF ABBREVIATIONS

AG	Attorney General	MoLR	Ministry of Land Reform
ART	Anti-Retroviral Therapy	MoME	Ministry of Mines and Energy
AU	African Union	MSS	Ministry of Safety and Security
BIPA	Business and Intellectual Property Authority	MoITSD	Ministry of Industrialization, Trade and SME Development
CSS	Citizen Satisfaction Survey	MoWT	Ministry of Works and Transport
CRAN	Communications Regulatory Authority of Namibia	MoURD	Ministry of Urban and Rural Development
DTT	Digital Terrestrial Television	MoPE	Ministry of Public Enterprises
FY	Financial Year	MoPESW	Ministry of Poverty Eradication and Social Welfare
GDP	Gross Domestic Product	MPPC	Multi Purpose Community Centres
HPP	Harambee Prosperity Plan	MPE	Ministry of Public Enterprises
ICT	Information Communication Technology	MULSP	Massive Urban Land Servicing Programme
IFMS	Integrated Financial Management System	NCCI	Namibia Chamber of Commerce and Industry
IPP	Independent Power Producer	NDP4	Fourth National Development Plan
ILO	International Labour Organisation	NDP	National Development Plan
ITAS	Integrated Tax Administration System	NEEEF	Namibia Equitable Economic Empowerment Framework
ITU	International Telecommunications Union	NIDA	Namibia Industrial Development Agency
GIPF	Government Institute Pension Fund	NIRP	National Integrated Resource Plan
LTE	Long Term Evolution	NHIES	National Household Income and Expenditure Survey
MHI	Mass Housing Initiative	NK	Not Known
MoAWF	Ministry of Agriculture, Water and Forestry	OMA	Offices, Ministries and Agencies
MoEAC	Ministry of Education, Arts and Culture	OPN	Office of the Prime Minister
MoD	Ministry of Defense	PEAC	Presidential Economic Advisory Council
MoET	Ministry of Environment and Tourism	PPD	Public Private Dialogue
MoF	Ministry of Finance	PPP	Public Private Partnership
MoFMR	Ministry of Fisheries and Marine Resources	SADC	Southern African Development Community
MoIRC	Ministry of International Relations and Cooperation	SMART	Specific, Measurable, Attainable, Relevant and Time-Bound
MoHSS	Ministry of Health and Social Services	SME	Small and Medium Enterprises
MoHAI	Ministry of Home Affairs and Immigration	SOE	State Owned Enterprise
MICT	Ministry of Information, Communication and Technology	SONA	State of the Nation Address
MSME	Micro, Small to Medium Enterprises	TIPEEG	Targeted Intervention Programme for Employment and Economic Growth
MSYNS	Ministry of Sport, Youth & National Services	UNESCO	United Nations Educational, Scientific and Cultural Organisation
MoJ	Ministry of Justice	VET	Vocational Education Training
MoLIREC	Ministry of Labour, Industrial Relations & Employment Creation		

FOREWORD



On 21 March 2015, I was inaugurated as the third democratically elected President of our Republic and assumed the mantle to deliver Prosperity for all our people. Former President, Comrade Hifikepunye Pohamba, cemented our democracy and stabilized the country by building on the firm foundation established by our Founding Father, Comrade Sam Nujoma. Spurred on by these giants of our revolution and building on their legacy, I have declared all out war against poverty and embarked upon the path towards prosperity. Many heroes and heroines of our liberation struggle selflessly sacrificed their lives for the independence of our motherland. They never got to experience the peace, unity and prosperity they fought and died for and their blood indeed waters our freedom. It is for that reason that their inspiring legacies must never be betrayed.

I am acutely aware of the burning desire of the Namibian people to inhabit a Namibian House where there is no poverty. Namibians want a house where everyone feels a sense of belonging, where everyone is presented with a fair opportunity to prosper in an inclusive manner and by so doing, ensure that no one feels left out.

Last year (2015), I travelled the length and breadth of this beautiful country, where I listened to the concerns and suggestions of citizens from all walks of life in a series of regional Town Hall Meetings. I undertook this nationwide outreach to thank our citizens personally for electing me as their President. I also used the consultations to share my vision for a unified Namibia where no citizen feels left out.

This vision has now been wholeheartedly embraced by all Namibians and continues to be a rallying cry for the future of our Republic.

‘ Namibians have overcome tremendous historical obstacles in the past and through the HPP, I am confident that we will rise to the challenges of the present and those we will encounter in the future. This Plan ushers Namibia into the era of Prosperity for all. ’

The Kiswahili word “*Harambee*” which means, “*Pull together in the same direction*” has been deliberately selected to call for unity and encourage Namibians to work towards a common purpose.

This Plan is called the HARAMBEE PROSPERITY PLAN [HPP]. Talk of Prosperity may sound overly ambitious to some. However, when we speak of prosperity, we do not intend to create opulence and excess. We want to ensure that every Namibian has access to the basic necessities for survival. We aim to meet those most basic needs and by so doing, enable every Namibian to realize their full potential and prosper according to their inherent abilities. We strive towards building a Namibia where there are no structural poverty traps. A prosperous Namibia should be inhabited by people with decent shelter, access to basic amenities such as safe potable water, access to quality schooling and adequate health services.

Reducing poverty and inequalities has always been a SWAPO Party Government policy priority as encapsulated in the comprehensive Vision 2030 and the policy

recommendations contained in the National Development Plans (NDPs). This document is further informed by the 2014 SWAPO Party Election Manifesto which anchors Government policies. In other words, the HPP does not replace any national development roadmap but aims to complement the long-term national goal for prosperity.

Furthermore, this document was enriched by consultative community engagement through the Town Hall Meetings in all fourteen regions. Namibians from all walks of life were given an opportunity to address, engage and challenge the status quo and provide suggestions on how things can be done differently. This engagement had a profound effect on me as President as it yet again demonstrated that Namibians do not seek handouts, they seek an enabling environment in which they can survive and thrive.

The consultative process also engaged key stakeholders such as farmers, workers unions, media, the business community and the youth. Many of the concerns and suggestions raised in these extensive consultations have been distilled into this document and other policy initiatives.

The critical success factor for HPP is to target bottlenecks, remove implementation challenges and accelerate development in clearly defined priority areas, with greater urgency.

The HPP is not presented as the panacea that will resolve the myriad causes of poverty and deliver absolute prosperity within a four-year period. This Plan aims to identify goals that can be pursued with vigour in the short-term implementation period (2016/17 – 2019/20) and lay a solid base to attain prosperity in subsequent planning phases.

The Plan is aligned to the budget provisions of Government as contained in the MTEF timelines. In other words, the proposed interventions are to ensure effective implementation of already budgeted for programmes and to accelerate the reform processes with a new approach.

What is required is an understanding that it is no longer “business as usual.” We are not only required to act with more urgency to reform processes, we are also required

to reform our minds and attitudes and pull in the same direction. A new culture of efficiency and accountability is critical to foster the change we wish to see.

Some of the key outcomes we would like to see pending successful implementation of this Plan include:

- A more transparent Namibia;
- A culture of high performance and citizen-centered service delivery;
- A significant reduction in poverty levels;
- A reputable and competitive vocational educational training system;
- A spirit of entrepreneurship resulting in increased youth enterprise development;
- Improved access to serviced land and housing;
- Guaranteed energy supply and sufficient water for human consumption and business activities.

Namibians have overcome tremendous historical obstacles in the past and through the HPP, I am confident that we will rise to the challenges of the present and those we may encounter in the future.

This Plan is a product of wide consultation which has engendered a sense of collective ownership in the war against poverty. I am grateful for the overwhelming support and input from Namibians of all walks of life, including OMA’s and key stakeholders who have provided my Office with timeous and critical input which has informed the goals, targets and actions.

This Plan belongs to all of us ushers us in the era of Prosperity for all.

One Namibia. One Nation.

Dr. Hage G Geingob
PRESIDENT OF THE REPUBLIC OF NAMIBIA
April 2016

EXECUTIVE SUMMARY

The HARAMBEE PROSPERITY PLAN [HPP] is a targeted Action Plan to accelerate development in clearly defined priority areas, which lay the basis for attaining prosperity in Namibia. The Plan does not replace, but complements the long-term goal of the National Development Plans [NDPs] and Vision 2030. HPP introduces an element of flexibility in the Namibian planning system by fast tracking development in areas where progress is insufficient. It also incorporates new development opportunities and aims to address challenges that have emerged after the formulation of NDPs. The Plan is structured as follows:

Chapter 1: Rationale for the Harambee Plan

The HARAMBEE PLAN FOR PROSPERITY [HPP] has been developed to complement the National Development Plans and Vision 2030. The HPP is a focused and targeted approach to achieve high impact in defined priority areas. One of the agreed upon features of planning is that it must be flexible. While our Vision remains unchanged, we remain agile in our approach to achieving those targets. The surrounding world is dynamic, where externalities outside of our control have the ability to directly impact and throw us off balance, from time to time. This calls for flexibility in our approach to achieving set goals and targets, without losing sight of the end Vision. The HPP provides for that additional flexibility in planning.

Chapter 2: Building on Progress

This chapter essentially outlines that Namibia has come a long way since Independence and contrasts Namibia then and Namibia today to be miles apart. It records progress made with regard to institutional development, macro-economic stability and social progression.

Namibia's institutional framework is underpinned by a world-class Constitution and key accountability Organs of State, namely the Executive, the Judiciary and the Legislature, which operate independent from one another. The Fourth Estate, the Media, is flourishing as the freest on the continent according to 'Reporters Without Borders'. As a result, Namibia is highly rated for Governance by a wide spectrum of institutions that measure institutional strength [As per the latest Mo Ibrahim and World Economic Forum Indices]. We can therefore conclude, that **Namibia has sound Governance architecture**, although it is not always internally perceived to be so, due to poor service delivery and lack of transparency.

‘ We would like to have a society where no one feels left out. ’

With respect to the economy, it is noted that the Namibian economy is a well-managed and a growing economy. The country has a stable and sophisticated financial services sector and attracts significant Foreign Direct Investment, especially in the mining sector due to business friendly policies [Namibia was rated number 1 in Africa in 2014 for mining and exploration by the Fraser Institute report]. Acknowledging Namibia's sound macro-economic architecture, both Fitch and Moody accredited Namibia with investment grade credit ratings.

Similar to the institutional and economic environment, good progress has also been made with regard to social progression. More children attend school, more people have access to safe drinking water and electricity and

‘ The most effective way to address poverty is through wealth creation, which is done by growing the economy in a sustainable inclusive manner and through the creation of decent employment opportunities. ’

there has been a significant reduction in poverty levels, nationally.

Chapter 3: Effective Governance and Service Delivery

This chapter notes that effective governance is not only essential, but is a pre-condition for the government to facilitate sustainable development. Without effective governance there can be no sustained economic development, job creation and poverty reduction. While we have strong governance architecture, it is noted that more should be done to strengthen governance and improve on service delivery. In this respect, two sub-pillars: Accountability & Transparency and Improved Performance & Service Delivery have been identified as critical success factors.

With regard to Accountability & Transparency, a key intervention will be to restore confidence in public procurement through full implementation of the Public Procurement Act of 2015. To promote transparency, asset and income declarations by Public Office Bearers will continue.

The implementation of the Public Procurement Act and the speedy enactment of the Whistleblowers Protection Act is a necessary weapon in the war against corruption. This provides the necessary reinforcement of our commitment to transparency and effective governance. This focus also has the advantage of making it easier to hold accountable those who transgress the rules and protect the innocent from false allegations and innuendo.

As far as Performance and Service Delivery are concerned, the performance management system will be perfected. Annual Citizen Satisfaction Surveys [CSS] will be carried out in the public and private sectors, to measure among others, turnaround times and accessibility.

Chapter 4: Economic Advancement

This chapter emphasizes the importance of the economy in the fight against poverty and corruption. It states that the most effective way to address poverty is through wealth creation, which in turn is done by growing the economy in a sustainable inclusive manner and through the creation of decent employment opportunities.

To achieve this, the Plan focuses on four critical success factors or sub-pillars namely:

- Macro-Economic Stability;
- Economic Transformation;
- Youth Enterprise Development; and
- Economic Competitiveness.

With regard to Macro-Economic Stability, the Plan advocates for fiscal consolidation to safeguard our fiscal sovereignty and to build up buffers for counter cyclical policies during periods of economic downturns of global recessions.

Economic Transformation focuses on local value addition through the full implementation of the “Growth at Home” strategy by putting in place a broad-based economic empowerment framework, and fast tracking land reform. The sub-pillar Youth Enterprise Development stimulates an entrepreneurial spirit among the Namibian youth and entrepreneurs at large by addressing constraints such as access to finance and information. The Plan also targets the establishment of 121 enterprises by the rural youth to create much

‘ One Namibian who dies of hunger, is one Namibian too many. ’

needed income opportunities for rural youth. Finally, in line with the Fourth National Development Plan, the Economic Competitiveness sub-pillar set the bold target of becoming the most competitive economy in Africa by 2020. Namibia will achieve this by addressing a number of constraints in the business environment, including reduction of red tape, simplifying the business registration process and provision of quality skills.

Chapter 5: Social Progression

This chapter begins by acknowledging that people do not and cannot eat effective governance or economic stability. Our development should therefore, be people-centered and inclusive. In other words, reforms in Effective Governance and Economic Transformation should result in favorable social improvements. This chapter is structured around four sub-pillars:

- Hunger Poverty;
- Land Servicing, Housing and Sanitation;

- Infant and Maternal Mortality; and
- Vocational Education Training.

With regard to Hunger Poverty, the Plan sets the ambitious target, that no Namibian should die of hunger during and after the Harambee period; this is simply to say “one Namibian who dies of hunger, is one Namibian too many”.

A number of actions will be implemented to ensure this essential ambition is achieved:

- Emergency relief as and when required;
- Measures to improve agricultural productivity;
- Introduction of foods banks among the urban poor;
- Raising agricultural productivity to address hunger poverty in rural/communal areas; and
- Continuation of targeted social safety nets.

With regard to Residential Land Servicing, Housing and Sanitation, the Plan aims to construct 20,000 new houses nationwide; develop 26,000 new residential plots countrywide; 50,000 rural toilets; and to eliminate the bucket system by 2017. In the true spirit of Harambee, these targets will be achieved with the full support and collaboration of the private sector, the Government Institutions Pension Fund and Development Finance Institutions that have pledged to support Government’s housing efforts.

Infant and Maternal Mortality will be significantly reduced through the provision of essential drugs, deployment of community health workers and community midwives, introduction of a dedicated maternal/neonatal ambulance system and increased training in obstetrics and gynaecology.

The Social Progression pillar affirms that a strong emphasis on Vocational Education Training [VET] is

required. Improving the image of VET countrywide is essential and will be achieved by significantly expanding VET opportunities and improving on the quality and scope of VET. Following graduation from VET institutions, the Plan also advocates for apprenticeship, mentoring, coaching and equipment aid, including financial assistance to enable graduates to start up their own businesses.

Chapter 6: Infrastructure Development

Modern and reliable infrastructure is critical for high and sustained economic growth. Without it, almost everything in the economic value chain tends to be slower, less reliable and more expensive. Namibia is fortunate to have relatively well-developed physical infrastructure such as water dams and water carriers, modern ports, a well-developed road network, electricity distribution network and modern Information Communication Technology [ICT] infrastructure. Despite boasting such well-developed infrastructure, there are some weaknesses emerging, that if not addressed with urgency, could become bottlenecks for continued growth and development during the Harambee period. These include: shortage of locally generated electricity; an aging rail network, especially the stretch between Walvis Bay and Tsumeb, and an underdeveloped water infrastructure in the North and Central areas of the country. The Plan contains specific proposals on how these infrastructure challenges will be tackled during the Harambee period.

Chapter 7: International Relations and Cooperations

Namibia's destiny is closely linked to what is happening in the world and to what is happening in Africa in particular. Namibia is first and foremost African and we recognise that our future is intertwined with the future of Africa. As a child of international solidarity, midwifed by the UN. This chapter explains Namibia's regional and international, foreign and economic policy.

Chapter 8: Execution, Monitoring and Reporting

This chapter explains how the activities will be executed, monitored and reported on. One of the key execution tools is the Ministerial Performance Agreements. Key deliverables of this Plan will be incorporated into the performance agreements of each of the Ministers responsible for implementation. Execution will be tracked on a quarterly reporting basis and assessed annually. The performance of individual projects will also be tracked by site visits.

CHAPTER 1 RATIONALE OF THE HARAMBEE PROSPERITY PLAN

Namibia has made significant progress on all fronts since gaining political Independence in 1990. At Independence, the economy was very small and the majority of people excluded from any meaningful economic activities and effective participation in society. Poverty in some regions was as high as 90 percent when poverty statistics were captured for the first time in 1993/94. In many respects, Namibia at Independence and Namibia today are miles apart.

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Today, more children attend school than ever before; more Namibians are able to access life saving drugs and our physical infrastructure has expanded significantly. All these achievements were possible because of leadership, planning and successful implementation of those developmental programmes. Planning in Namibia is anchored in our compelling **Vision 2030**, which stipulates that by the year 2030 *“Namibia will be a prosperous and industrialized Nation”*. While progress may not always be linear, there is no doubt that we are moving in the right direction.

If we are moving in the right direction, why then the need for a new Plan and does this new Plan announce a change in direction? The answer is simple. The HARAMBEE PLAN FOR PROSPERITY [HPP] has been developed to complement the National Development Plans and Vision 2030. The HPP is a focused and targeted approach to achieve high impact in defined priority areas. One of the agreed upon features of planning is that it must be flexible. While our Vision remains unchanged, we remain agile in our approach

to achieving those targets. The surrounding world is dynamic, where externalities outside of our control have the ability to bear direct impact and throw us off balance, from time to time. This calls for flexibility in our approach to achieving set goals and targets, without losing sight of the endstate Vision. The HPP provides for that additional flexibility in planning. New information indicates that progress in some areas of NDP4 has been slow.

In this regard, HPP is closely linked to the Medium Term Expenditure Framework [MTEF]. It pursues capital projects that have been identified under NDP4 and previous MTEFs and for which feasibility studies are available. These include projects in the areas of energy, water and transport. In fact, some of these projects such as the upgrade of the Windhoek-Okahandja road to a dual carriage way have already commenced because it was deemed feasible, while work on the expansion of the Port of Walvis Bay is nearing completion. Some projects are not fully funded because they go beyond the duration of the MTEF. In these instances, through regular budgetary review, resources and timeframes may be reprioritized.

The Plan will not solely rely on budgetary allocation to succeed and make impact. In the first instance, many of the initiatives under HPP are reform measures that do not require huge capital outlays, except to act with a sense of urgency. For example, reducing the number of days it takes to register a business does not require huge capital investment, except to improve on business process turnaround times. The same goes for deregulation of the energy market through moving away from a single buyers model and promoting Independent Power Producers. These reforms will have the additional benefit of creating a more conducive environment for business and the attraction of capital

and reducing the burden on Government.

The HPP is constructed around the Namibian narrative of the Namibian House. It acknowledges that we are not starting afresh, but that we can continue with the construct of an inclusive Namibian House that is built on a solid foundation of peace, reconciliation, security and stability. We now want to usher in the epoch of Prosperity.

The Plan is built on four Pillars that are made up of sub-pillars, to form the frame/structure of a House. These Pillars are:

- Effective Governance;
- Economic Advancement;
- Social Progression; and
- Infrastructure Development.

Ultimately, the sub-pillars, goals, targets and actions stipulated under each of these Pillars, are to bring us closer to the promise of prosperity that will be characterized among others by a more transparent Namibia. A Namibia where no one dies because of lack of food. A Namibia where all have decent shelter and access to basic amenities.

CHAPTER 2 BUILDING ON THE LEGACY

The HPP will build on the progress made as a Nation to date. We have reason to celebrate and be optimistic about the future. What we have achieved over the course of 26 years makes us confident that we will win the war against poverty and income inequalities. The HPP outlines the practical steps required over the next four years to deliver on our promise. Our achievements to date are reflected in solid institutions anchored on a world-class Constitution, a well-managed economy and good progress made with regard to social development. We recognize that more needs to be done with respect to the latter so that no Namibian feels left out of the development process and the subsequent benefit streams.

We have a sound Governance Architecture

Today, we speak of the New Africa, an Africa where coups d' états are a thing of the past. An Africa of electoral democracy, where former African leaders are revered and can retire peacefully in their countries. Namibia emanates from and is prominently positioned within this New Africa. First and foremost, Namibia has a robust democratic and governance architecture. It has now become widely accepted that the institutional underpinnings of democracy, rule of law, governance and individual freedoms, such as freedom of speech are the key ingredients required to propel and sustain inclusive development. Namibia has succeeded over the past two and a half decades in laying a strong foundation for these important freedoms.

Accountability is a key cornerstone of effective Governance. It refers to the principle that individuals, organization or communities are responsible for their actions and may be required to explain themselves to others. Lack of accountability may lead to increased levels of corruption in a country with attendant negative consequences for economic growth and development.

Namibia is a well functioning electoral democracy where the people are the ultimate sovereigns and have the opportunity to, on a regular basis, hold political office bearers accountable at the ballot box. Accountability at the highest level is further entrenched by the Legislature, the Executive and the Judiciary that are fully autonomous of each other. Furthermore, the Constitution mandated institutions such as the Attorney General, Auditor General, Anti-Corruption Commission and the Ombudsman supplement the accountability architecture in Namibia. Accountability is further promoted by the Fourth Estate, the media, which is deemed to be the "freest on the African continent" according to Reporters Without Borders.

“ Namibia is a well functioning electoral democracy where the people are the ultimate sovereigns. ”

Reflecting the progress made in entrenching this robust governance architecture, Namibia's second President, Hifikepunye Pohamba, became the fourth African leader to receive the Mo Ibrahim prize for Governance in Africa. Moreover, all Namibians meaningfully participate in democratic processes and structures and our female population has not been left behind. As a result of the ruling Party's decision to promote 50/50 zebra style gender representation across all structures of the Party, Namibia now ranks number 2 in Africa and number 4 in the world. Female representation in Parliament will go a long way, to further reinforce our shared beliefs of inclusivity and fair opportunity.

Our economy is well managed

Namibia has established a firm macro-economic architecture. We have recorded strong positive growth of about 5 percent per annum, during the last five years, with a growth rate of 6.4 percent in 2014. Even after significant fiscal stimulus and following the global financial crisis, Namibia's debt was well contained at 25 percent to GDP in 2014/15 fiscal year. To accelerate and sustain growth, the debt to GDP ceiling increased to 37 percent of GDP in 2015/16, but will be reduced to less than 30 percent by the end of the Harambee period.

‘ Namibia’s debt was well contained at 25% of GDP in 2014/15 fiscal year. ’

We have also witnessed substantial foreign direct investment inflows, especially into our mining sector, which enjoys a globally conducive trade environment. The investment climate in Namibia is conducive not only for the mining sector, but also for all other economic sectors. There are no restrictions on the repatriation of foreign capital. Our laws protect the rights of foreign investors in Namibia.

International financial institutions including the International Monetary Fund and the World Bank have lauded the manner in which the Namibian economy is managed. Moreover, for prospective investors, it is noteworthy that Namibia enjoys investment grade ratings from rating agencies such as Fitch and Moody's, meaning that their capital is safe in Namibia.

We are winning the fight against poverty and social evils

Citizens do not eat well-crafted Constitutions. They do not eat good governance and press freedom. Neither do they eat macro-economic stability, as reflected by low inflation and low debt rates. Despite progress made in the areas of democratic governance and macro-economic architecture, there are some critical social imbalances in Namibia, including high-income disparities, poverty and high unemployment rates, particularly youth unemployment. For this reason, Government has declared a full-scale war against poverty, committing itself to address and reduce the challenge of unequal income distribution.

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To build on the solid governance and stability indicators, Government is committed to bringing socio-economic prosperity to all Namibians, by creating a more inclusive economy. To achieve this ambitious yet attainable target, we need to do a number of things. We will need to grow the economy at a higher rate than historically achieved. Therefore, 5 percent growth rate will not be sufficient. In fact, as Government we are targeting a growth rate of 7 percent and higher. We would also like to see a more inclusive, transformational and labour-intensive growth model. Growth must promote value addition, diversification and result into the creation of industries and jobs.

CHAPTER 3



EFFECTIVE GOVERNANCE AND SERVICE DELIVERY

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There is general consensus that effective governance is a pre-condition for sustainable economic development. Related to this is also the efficiency of the State bureaucracy. In his first State of the Nation Address, President Geingob underscored the importance of effective governance in the developmental process, and has subsequently declared war on corruption. While Namibia continues to be rated favourably on governance and institutional underpinnings by a number of international agencies, such as the Mo Ibrahim Foundation, the Heritage Foundation, Transparency International, the Afro-Barometer Survey and Reporters Without Borders, a few challenges remain. This chapter will address the following topical issues: how to improve accountability and transparency; how to improve the performance and service delivery across all layers in Government and in society; and how to improve financial management in Offices, Ministries and Agencies [OMAs].

ACCOUNTABILITY AND TRANSPARENCY

Situational Analysis

Despite firm accountability architecture, there is a perception that accountability does not permeate through all layers of Government. In its simplest form, the word accountability implies being responsible for one's actions and to disclose the results in a transparent manner. In the case of Namibia at an individual level, this happens through the performance contracting system, which was extended, to the highest level, i.e. ministerial echelon in 2015, and at organizational level through annual Ministerial Accountability Reports during the tabling of the National budget. In addition to this, audited reports of OMAs are tabled in Parliament

and accounting officers may be summoned by the Public Accounts Committee of Parliament to explain their reports. One of the key reasons why accountability is deemed low is the fact that the performance agreements are not enforced to all management levels within Government. Goals and targets are also not clearly defined within the performance agreements and regular review of performance does not take place. This will change during the Harambee period. Considering this undertaking is new for Government and not yet one year into implementation, significant improvements are, therefore, proposed for implementation. Related to accountability is the issue of transparency. In fact, lack of transparency tends to fuel lack of accountability. Countries that score low on transparency also score low on accountability.

This is understandable, because lack of transparency, may fuel perceptions of unfairness and that things are not done in a proper manner. One of the best ways, therefore, to improve accountability is by promoting transparency. Transparency is also important to minimize potential conflicts of interest. Namibia continues to be seen as one of the most transparent countries in Africa and in the world. Transparency International measured transparency in 180 countries worldwide, and ranked Namibia 45th most transparent country globally, which is an upward movement of ten positions in 2015 ratings compared to the 2014 ratings. Namibia is now rated jointly with Mauritius as the 3rd most transparent country on the African continent. The 2015 rating improvement of 10 positions was due to a number of measures that the President introduced, such as declaration of assets by the President and First Lady and the release of Ministerial Performance Contracts.

Harambee Goal and Outcomes #01 [HPP01]

The goals with respect to improved accountability and transparency during the Harambee period will be:

- ✓ To increase our ranking on the Mo-Ibrahim sub index of Accountability from 65 points in 2015 to at least 90 points by the end of the Harambee period; and
- ✓ To improve our ranking from position 4, to become most transparent country in Africa as measured by Transparency International.
- ✓ To retain our position as the country with the freest press in Africa as measured by Reporters Without Borders.

‘Transparency International measured transparency in 180 countries worldwide, and ranked Namibia the 45th most transparent country globally, which is an upward movement of ten positions in 2015 ratings compared to the 2014 ratings.’

Proposed strategies and actions to attain HPP01

The following strategies and actions will be deployed to ensure the goals on accountability and transparency are met during the Harambee period:

➔ National Anti-corruption Strategy and Action Plan:

The National Anti-corruption Strategy and Action Plan that covers the period 2016–19 will be fully implemented during the Harambee period. This Plan recognizes that corruption has many facets and covers the following areas:

- Increasing the level of political accountability;
- Preventing corruption in government offices, ministries, agencies and State-owned enterprises;
- Strengthening efforts to deter corruption;
- Conducting extensive anti-corruption education;
- Preventing corruption in the private sector; and
- Engaging civil society and the media in combating corruption.

➔ **Income and asset declaration:** The practice of income and assets declarations will continue during the Harambee period. All Public Office-bearers will submit declarations of business and other interests both in Parliament for Members of Parliament in terms as governed by the Rules of both House and Cabinet Ministers to the President as the appointing authority. Accounting Officers will also be required to submit declarations of interest and may, in the event of unmanageable conflict of interest, be required to choose whether they want to continue as civil servants or to pursue full time business.

➔ Public expenditure and financial accountability:

- We will ensure that Government Ministries do not exceed the deviation margin of 2 percent as stipulated in the State Finance Act. We will also introduce Quarterly Management Accounts, in year one of HPP.

- We will achieve an execution rate of 95 percent of the Development budget, by tabling progress reports on a quarterly basis.
- We will strictly enforce the provisions of the new Public Procurement Act by all Offices, Ministries and Agencies. In this connection, all associated guidelines and regulations will be developed and gazetted within the first three months of Harambee. In the spirit of Harambee, such regulations will be developed in a consultative manner, with all relevant stakeholders. The Policy Advisory Unit will be operational within three months of the first year of Harambee, that is by June 2016 and the appointment of the Central Procurement Board will be finalized before December 2016.
- To further enhance transparency, the Ministry of Finance will set up a special unit that will investigate concerns regarding the adjudication and award of tenders and give feedback to the public.
- Tender exemptions due to the creation of artificial emergencies will not be condoned.

➔ **E-procurement:** To further enhance transparency in public procurement, the Ministry of Finance will deploy a computerized procurement system before the end of December 2016.

➔ **Access to Public Information:** To ensure that our citizens have access to relevant Government information, the MICT will develop a Plan for aligning the functions of the Public Relations and Liaison Officers to their core functions of information dissemination before end of June 2016. In addition, permissible access to information by the public must also be included in the Plan.

➔ **Whistle Blowers Protection:**
To maintain consistency with the above, the governance architecture will further be strengthened by the enactment of a Whistle Blowers Protection Act by September 2016.

‘ To strengthen performance management, President Geingob introduced Ministerial Declarations of Intent and Performance Agreements at Ministerial Level in 2015. ’

➔ **Predictability and Consistency in Policy and Law making Process:** To ensure more predictability and consistency in policy and law making, the Government will improve the law making process, so as not to catch national stakeholders by surprise and create a them versus us situation. In this connection, the Minister of Justice in consultation with the Attorney General will propose a checklist, that will be strictly adhered to, for the policy making process by June 2016. To create more confidence in the law making process, it will be compulsory for OMAs to give feedback to stakeholders following a consultative process.

A comprehensive review of existing legislation that may hamper the achievements of national objectives will be undertaken and appropriate legislative amendments prioritised.

➔ **E-Governance:** To promote transparency and accessibility, we will expedite the deployment of e-governance to cover all Ministries and public agencies by 2020. The Office of the Prime Minister in conjunction with the MICT, as the central government agency tasked with the planning, design and implementation of all Government ICT solutions, will submit a detailed roll-out plan by July 2016. All Ministries and Public Agencies will be linked to e-governance during the Harambee

period. To start with, the following ten OMAs will be prioritized in 2016/17: Office of the Prime Minister, Ministry of Finance; Ministry of Homes Affairs and Immigration, Ministry of Health and Social Services; Ministry of Industrialisation, Trade and SME Development; Ministry of Education, Arts and Culture; Ministry of Agriculture, Water and Forestry; Ministry of Environment and Tourism; Ministry of Land Reform and the Ministry of Justice.

‘ The governance architecture will further be strengthened by the enactment of a Whistleblowers Protection Act, by September 2016. ’

- ➔ **Government Online Presence:** To make Government accessible, we will ensure that Government websites and related information sites are standardized and updated on a regular basis. A Policy to that effect will be developed and submitted by the Ministry of ICT by July 2016.
- ➔ **Responsible Social Media Deployment:** We will ensure that all Government Spokespersons have access to and deploy relevant social media tools responsibly across the public service. MICT will submit an approved Social Media Use Policy and Plan as part of the Government communications plan by end July 2016.
- ➔ **Broadband access by citizens:** We will ensure that access to affordable fixed and mobile broadband services are available to all citizens. MICT will submit a Policy and Implementation Plan by end October 2016.

IMPROVED PERFORMANCE AND SERVICE DELIVERY

Situational Analysis

Despite significant progress in establishing a fully functioning bureaucracy, there are concerns about the delivery capacity of certain State functions. These impede our ability to provide the quality of goods and services that our citizens demand. The ability of the public sector to deliver on its mandate effectively is a prerequisite for rapid growth, job creation and poverty eradication.

The pace at which we implement developmental programs is often unsatisfactory. Often funds appropriated for developmental purposes are returned to the Treasury towards the end of the fiscal year. This situation deprives our citizens of much needed developmental opportunities, including jobs. The weak delivery capacity stems from a number of factors, such as deficit of skills at critical management level; attitudinal problems; and a performance management system that is not fully developed nor fully functional. To strengthen performance management, President Geingob introduced Ministerial Declarations of Intent and Performance Agreements at Ministerial Level in 2015.

The Ministerial Declarations of Intent constitute the strategic intent of Ministers over a five-year period and as such represent a social contract between Ministers and the public at large. The performance agreements are entered into for a period of one year between Ministers and the President. These agreements are assessed and renewed on an annual basis and make provision for quarterly reviews. The first annual performance agreement covered a 6-month period from the 1st of October 2015 to the 31 of March 2016.

The results of the first quarterly review period ended 31 December 2015 were encouraging and showed that in the spirit of Harambee, Ministers are embracing

performance management. At the end of tenure, the public will be the ultimate judge as to whether Ministers have delivered on their committed strategic intentions.

Harambee Goal and Outcomes #02 [HPP02]

The overarching goal with regard to improved performance and service delivery will be to:

- ✓ Ensure that at least 80 percent of targets assigned to management cadres and political office bearers are met on an annual basis during the Harambee period.
- ✓ Ensure a citizens satisfaction rate of 70 percent by the end of the Harambee period.

Proposed strategies and actions to attain HPP02

The following strategies and actions will be deployed to ensure improved performance and service delivery during the Harambee period:

- ➔ **Strategic and annual work plans:** OPM will ensure that each Office, Ministry and Agency has an approved strategic plan and annual work plan that is aligned to National Development Plans and Harambee within one month of every new fiscal year.
- ➔ **Signed off Performance Agreements:** OPM will ensure that within one month of each fiscal year all Minister, Deputy Ministers, Permanent

Secretaries and Management Cadres have signed off performance agreements, and that these agreements are pressure tested to ensure that goals are SMART and aligned to national development plans.

- ➔ **Regular reviews and assessments of Performance Agreements:** OPM will oversee the review of performance agreements on a quarterly basis and assessments done annually. Each and every employee within Government must receive feedback on a quarterly basis about his/her performance from their immediate supervisor. Where performance is not on track remedial measures should be agreed upon and documented as such.
- ➔ **Annual citizen satisfaction survey:** OPM will develop a Citizen Satisfaction Survey (CSS) tool and ensure that the survey is independently administered and analyzed on an annual basis. The CSS will amongst others measure response and turn around times of Government. Results of the survey will be analyzed and remedial measures implemented in subsequent years. All OMAs, regional and local Government structures will be rated annually on how they treat citizens and the results of the Survey will be made public.
- ➔ **Annual customer satisfaction survey by business community:** It is recognized that delivery is not only a challenge in the public sector. It was therefore agreed that in the true Harambee spirit, the Namibia Chamber of Commerce and Industry (NCCI) would on an annual basis measure customer satisfaction in the business sector.

During the HPP consultations, the NCCI undertook to develop sector based targets on turnaround time in the private sector.

These targets will be ready before the first annual customer satisfaction survey is carried out by end of 2016. Results of the survey will be analyzed and remedial measures will be proposed and implemented in subsequent years. Feedback on outcome of the customer satisfaction survey will be given at the High Level Structured Dialogue between the business community and the President.

- ➔ **Adhoc feedback mechanism:** Since one year is long to wait on customer satisfaction feedback, OPM will champion additional measures to solicit

citizen's feedback on service delivery. These will include random opinion polls on specific identified matters, as well as the provision of feedback boxes at all OMAs.

- ➔ **Performance rewards:** OPM will during the first year of Harambee develop a performance reward scheme for OMAs. Currently there is no direct link between high performance and reward. Pending the outcome, recommendations deemed feasible will be implemented in subsequent years of the Harambee period.

CHAPTER 4



ECONOMIC ADVANCEMENT

CHAPTER 4 ECONOMIC ADVANCEMENT

The fight against poverty and corruption the economy is crucial. It has been emphasized at many occasions that the war on poverty and associated inequalities is multifaceted. One of the most effective ways to address poverty is through wealth creation, which in turn is done by growing the economy in a sustainable inclusive manner and through the creation of decent job opportunities. The Namibian economy has been performing relatively well since independence. With the exception of one or two years, growth has been generally positive and in recent years exceeded the growth performance of sub-Saharan Africa. Growth has also become more broad-based with all sectors of the economy contributing. Namibia's growth narrative has been underpinned by sound and market friendly macro-economic policies. Testimony to this is the fact that debt levels were less than 30 percent of GDP in 2014/15 – even after a period of significant fiscal expansion due to the global financial crisis – is still among the lowest in the world. We have also been able to attract significant foreign direct investment into Namibia, thanks to our mining investment climate that was rated number one in Africa by the Fraser Mining Index in 2014.

Moreover, local investors continue to demonstrate their commitment to Namibia, through significant investments in all industries, particularly the property, retail and hospitality sectors. This is evident in the number of new buildings, hotels and retail outlets across Namibia. Our macro-economic performance has earned global recognition, by International Financial Institutions and has resulted in positive ratings by Fitch and Moody. Despite these accomplishments, we realize that more needs to be done to transform the economy, both in terms of the productive and export structure as well as the ownership structure that remains concentrated in the hands of few. It is only

by embracing economic transformation that we will be able to grow the economy at a higher sustainable growth trajectory, create more decent jobs, and ultimately eradicate poverty. Economic transformation is therefore a crucial pillar of the Harambee Plan for Prosperity. Countries are however required to ensure that transformation initiatives do not undermine the spirit of entrepreneurship.

Local investors continue to demonstrate their commitment to Namibia, through significant investments in all industries, particularly the property, retail and hospitality sectors.

MACRO-ECONOMIC SOVEREIGNTY

Situational Analysis

Namibia is considered as one of the most stable countries in the world from a macro-economic perspective. Supported by prudent monetary policy and fiscal discipline, Namibia had been able to maintain macro-economic stability since attaining independence in 1990. Some of the stability indicators that differentiate Namibia from the rest of the world include a debt to GDP ratio that is among the lowest in the world. The bulk of Namibia's debt is also mobilized from domestic sources, supported by a modern banking sector, high institutional savings and well

developed capital markets. The Namibian recurrent budget is entirely funded from domestic sources, while development partners augment capital budget. The reduced involvement of development partners in capital projects funding in Namibia is due to Namibia's classification as an upper middle-income country by the World Bank. This classification, however, does not take into consideration income distribution.

In response to the global financial crisis of 2009, Namibia has successfully instituted supportive fiscal and monetary easing. Consequently, the budget, through a mix of increased social and capital expenditure, as well as tax breaks, was considerably expanded and interest rates were kept at a historical low.

‘ We consolidate not only to build confidence, but also to create buffers in order to be able to support the economy in the event shocks may occur that we do not have control over, similar to 2009. ’

While the intended policy response yielded the desired results, namely increased growth and job creation, it also led to a consumption boom that fueled imports and a significant increase in the debt to GDP ratio from less than 15 percent prior to the fiscal expansion to a projected 37 percent of GDP in the recently tabled budget.

In addition to this, the country's international reserve levels briefly plunged to a low of less than two months of

import in 2015. To safeguard macro-economic stability and preserve our international rating, Government has started a process of fiscal consolidation. While Namibia's debt is still below peers that are rated BBB and below the SADC benchmark of 60 percent, it is acknowledged that we live in a world of increasing uncertainty where external crises including climatic conditions that have become a norm may affect us at any time. We can also not afford to entertain self-inflicted crises so that when real external crisis strike as was the case in 2009, we do not have the ammunition to embark on counter cyclical policies. We therefore consolidate not only to build confidence, but also to create buffers in order to be able to support the economy in the event shocks may occur that we do not have control over, similar to 2009. We believe that in any challenge there are also opportunities. We will therefore, use the opportunity of fewer resources to institute reforms aimed at streamlining and making the economy more robust. In this connection, we will review expenditure patterns and we will implement alternative revenue resources and introduce reforms for making the economy more robust to grow at a higher rate.

Harambee Goal and Outcomes #03 [HPP03]

The desired outcome/s with respect to macroeconomic stability will be:

- ✓ **To anchor our public debt to GDP ratio to 30 percent by the end of the Harambee period;**
- ✓ **To maintain an import coverage of at least 3 months during the Harambee period; and**
- ✓ **To maintain and improve on our international credit ratings of BBB minus.**



Proposed strategies and actions to attain HPP03

The following strategies and actions will be deployed to ensure that we maintain macro-economic stability during the Harambee period:

➔ Expenditure Measures:

- **Stricter cost control measure:** Government spends significantly on the procurement of various materials and supplies [stationery, vehicles, travelling and accommodation]. Despite being the dominant procurer, Government does not benefit from these economies of scale, in the form of discounts. To the contrary, often prices get inflated because it is Government that procures. This will stop under Harambee. The Ministry of Finance will pay careful attention bulk procurement, and will be given targets to save. Furthermore, NPC will enhance the review of costs on capital projects in order to optimize value for money for Government.
- **Civil service reform:** The single largest expenditure item of Government is the wage bill of the civil service that in 2016/17 will amount to N\$25 billion. There are good reasons for the wage bill. However, for stability and sustainability purposes, the time has arrived to look into the matter of containing the wage bill, without compromising on service delivery.

In this connection, the OPM already started to look into measures on how to contain the wage bill. These measures will be evaluated in a consultative manner and refined during the first year of the Harambee period. Those measures deemed feasible will be implemented in subsequent years of the

Harambee period. The overall principle will be to stabilize the wage bill of Government as a constant ratio of expenditure that is deemed sustainable.

- **Expenditure prioritisation:** Government will continue efforts to better prioritize expenditure. In this regard, priority will be given to expenditure items that will generate economic growth and employment. The Ministry of Finance and the National Planning Commission will jointly undertake a study on expenditure efficiency that will feed into the next mid-term review of the budget in October 2016. This review will also include the cost of the provision of critical utilities such as water and electricity with a view to reduce wastage.

For stability and sustainability purposes, the time has arrived to look into the matter of containing the wage bill, without compromising on service delivery

➔ Revenue Measures:

- **Better tax collection:** To ensure efficient revenue collection, an Independent Revenue Authority will become operational in the first year of Harambee. This will include a focus on administration efficiency as well as targeted efforts to address tax evasion in general and transfer pricing specifically.
- **Broadening of the tax base:** Efforts at broadening the tax base will continue to be

pursued throughout the Harambee period. Some measures include the introduction of a presumptive tax, and the taxation of gambling activities.

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- **Integrated Tax Administration System [ITAS]:** To improve on treasury accounting and financial systems, an integrated tax administration system was developed and will go-live in year two of Harambee.
- **Integrated Financial Management System [IFMS]:** The Integrated Financial Management System will be upgraded and maintained for effective treasury operations.
- **Solidarity Wealth Tax:** Namibia remains one of the most unequal societies in the world with a very high GINI Coefficient. Government will investigate modalities for the introduction of a Solidarity Wealth Tax, as a wealth redistribution instrument. Revenue will be ring-fenced for developmental programmes. The Solidarity Wealth Tax will be taxed on individuals and corporates earning in excess of a certain threshold to be determined in year one of Harambee. The Tax will have a sunset clause of 2030.
- **Special Tax Advisory Committee:** We will establish a Special Tax Advisory Committee that will comprise of individuals from the public and private sector. The purpose of the Advisory Committee will be to ensure that tax earmarked for poverty eradication activities through Solidarity Wealth Tax, as and when it is introduced, will be properly managed and ring-fenced.

➔ **Other possible revenue sources**

- **State Lottery:** Government will investigate the

feasibility of establishing and institutionalizing a State Lottery with the objective to supplement State revenue streams, for Poverty Eradication activities. [See Social Progression page 40]

➔ **Structural Reform Measures:**

- **Private sector participation in infrastructure development:**

Infrastructure development requires various methods of funding other than through the budget. Government has already approved in principle Public Private Partnership arrangements. To enhance transparency and have clear rules in place, a PPP Bill will be tabled in the National Assembly before December 2016.

‘ **Despite being the dominant procurer, Government does not benefit from discounts. To the contrary, often prices get inflated because it is Government that procures. These inefficiencies will stop under Harambee.** ’

- **State Owned Enterprise Reform:** State Owned Enterprises (SOE) play a critical role in supporting Government’s growth and employment creation objectives as well as service delivery. Unfortunately, some of our SOEs have been hampered by governance problems and depend significantly on Government financial injections to sustain operations. At the same time, some of these SOEs have significant assets that are not fully



leveraged, resulting in such assets becoming dead capital. In this regard, the Ministry of Public Enterprises has been tasked to present proposals before the end of September 2016 on how to better leverage the assets of SOEs to reduce the financial burden on the national budget.

ECONOMIC TRANSFORMATION

Situational Analysis

Namibia is endowed with significant human and natural resources that can be used to advance structural economic transformation. However, our economy so far has not reached the degree of diversification and value addition necessary to provide long lasting and sustainable growth. The reliance on the primary sector and exports of raw materials makes our economy vulnerable to external shocks. Most of the natural resources leave the country in raw form for final processing outside the country, thereby creating employment opportunities in other countries.

In addition, to the production and export structure, the ownership structure of the assets of production remains concentrated in the hands of the few, therefore contributing to the disparity of income and prevalence of poverty in Namibia. Broad-based economic empowerment is essential for social cohesion and sustained development.

Harambee Goal and Outcomes #04 [HPP04]

The desired outcome/s with respect to economic

transformation during the Harambee period will be:

- ✓ At least 8,000 new jobs created in the manufacturing sector.
- ✓ The volume of locally produced goods supplied to public and retail sector significantly increased in line with the targets of the Retail Charter.
- ✓ At least 10 new investment projects attracted through investment promotion creating a minimum of 1,000 jobs.
- ✓ Economic empowerment leading to higher inclusion of disadvantaged groups into the formal economy.

‘ The Equipment Aid Scheme will be revived by Q1, in year one of Harambee. 180 beneficiaries will be targeted in year one and a total 800 beneficiaries during the Harambee period ’

Proposed strategies and actions to attain HPP04

The following strategies and actions will be deployed to ensure that the transformational targets are met during the Harambee period:

- ➔ **Namibia Industrial Development Agency:** We will establish the Namibia Industrial Development Agency (NIDA) by 2016 and capacitate to implement structural transformation initiatives,



such as the development of selected industries and their value chains. We will review our incentive schemes, and realign our economic development support programs according to the needs of industry.

- ➔ **Industry Growth Programmes:** Ten Industry Growth Programmes geared towards local value addition and strengthening of forward and backward linkages within the Namibian economy will be developed by 2016 and implemented by 2020. In the beginning focus will be on adding value to local resources by promoting growth and diversification of processing and manufacturing industries related to: mineral resources, large and small livestock, as well as local plant, crop and forestry resources.

In 2016, in particular, the following projects will be carried out: the Small-Scale Miners Hub that will become operational in the third quarter of the year; the opening of an upgraded Northern Tannery also by the third quarter of 2016; and completion of construction of a pharmaceutical plant before the end of the year. Other industries to be supported in subsequent years of Harambee, due their forward linkages into construction, agriculture; mining and other sectors of our economy include metal fabrication, building materials and automotive parts manufacturing.

- ➔ **The Equipment Aid Scheme:** The Equipment Aid Scheme will be revived by the end of First Quarter 2016. In the first year, the number of beneficiaries targeted will be 180 and will thereafter be increased to a total 800 beneficiaries during the Harambee period.

- ➔ **Proactive and Targeted Investment Promotion:** We will apply a proactive and targeted approach to attract high quality investment projects to fully utilize the domestic and international investment potential, to support the diversification process set out in Growth at Home Strategy. This will include investment conferences every second year, starting 2016.

‘ We are delighted that members of the business community have undertaken to support Government efforts to house Namibians and have also agreed to adjust their procurement policies to favour SMEs and local entrepreneurs. This is the Harambee way. ’

- ➔ **Economic Empowerment Initiatives:** We will introduce and operationalize economic empowerment legislation, to achieve greater equity in society in general and in particular greater equity in the ownership of productive assets. We will ensure the empowerment framework does not inadvertently stifle entrepreneurship. Empowerment should not be narrowly viewed from an ownership perspective, while ownership, especially broad-based ownership is important; empowerment from a social perspective is equally crucial. As an example, consideration will be given to the provision of staff housing as an important component of empowerment. We are delighted



that NCCI and Chamber of Mines’ members, in a true Harambee fashion undertook to support Government efforts to house Namibians and by agreeing to adjust their procurement policies to favour SMEs and local entrepreneurs.

We also appreciate NCCI’s commitment to develop a mentorship scheme for its members that will be introduced in year two of the Harambee period.

➔ **Land reform:** As part of economic transformation, Government will expedite land reform in an orderly manner during the Harambee period. Pertaining this, the new Land Reform Act will be promulgated in the first year of Harambee. Government will also allocate resources to buy land and resettle landless Namibians. To entice those with more land, Government will amend the current land tax regime to be more progressive in nature. In other words, the more land one owns the higher land tax will become. In the spirit of Harambee, we call upon those with more land to sell land at reasonable prices. The Ministry of Land Reform will in year one of HPP, host a second land conference that will take stock on what was achieved since the first land conference and what more could be done to fast track implementation of the recommendations of the first land conference.

➔ **Local Production Capacity:** We will provide support to the establishment of local production capacity of inputs and supplies in targeted industries [import-substituting input production; support to small-scale input producers in upgrading their technologies, knowledge and skills and applying best practices]

➔ **Local Sourcing Schemes:** Support to efficient, inclusive and sustainable local sourcing schemes in the targeted industries will be made available.

➔ **Business Incubation Processes:** The Ministry of Industrialisation will introduce support to SME business incubation processes in targeted industries and their value chains, including industry-specific assistance and start-up mentoring schemes.

‘ Young Namibians are increasingly anxious about reaping the economic benefit, most tangibly in the form of employment in the formal economy ’

➔ **Upgrading, modernisation and expansion of industrial infrastructure:** The Ministry of Industrialization, Trade and SME development will continue to invest in the construction of public infrastructure and public services, that are relevant for enhancing the international competitiveness of the targeted sectors and industries. In this regard, more SME and Industrial parks will be constructed countrywide.



‘ We will, in year one of Harambee, review existing youth enterprise funding mechanisms with intent to consolidate them into a single ring-fenced Youth Enterprise Development Fund ’

YOUTH ENTERPRISE DEVELOPMENT

Situational Analysis

With 36.8 percent of the population between the age group 15–34 years, Namibia has a bulging young population. Regrettably of the broad 28.1 percent unemployment rate, 39.2 percent (2014) unemployed are youth. It is, therefore, Government’s strategic intent to develop and harness this human resource capacity, to contribute towards employment creation and SME driven economic growth, propelled by the youth.

This sub-pillar of *Youth Enterprise Development* has the dual objective, to create an enabling environment for private sector entrepreneurial startups and growth oriented SMEs, as well as to facilitate the establishment of youth owned enterprises, through Government structures.

Young Namibians are increasingly anxious about reaping the economic benefit, most tangibly in the form of employment in the formal economy.

If these aspirations are not met, then there are obvious implications for social stability. The Harambee Plan to deliver prosperity to a youthful nation therefore identifies youth in particular young women, as key target beneficiaries for development and also key implementing partners and participants.

Harambee Goal and Outcomes #05 [HPP05]

The desired outcomes with respect to Youth Enterprise Development during the Harambee period will be:

- ✓ To improve MSME access to finance, from the current 22 percent to 50 percent by 2020;
- ✓ To introduce new financial instruments aimed at overcoming the hurdle of collateralised credit for startups with viable business plans;
- ✓ Establish an SME Development Agency with countrywide representation by 2020;
- ✓ To establish 121 Youth-Owned Rural Enterprises each permanently employing minimum of 5–10 youth by 2020;

Proposed strategies and actions to attain HPP05

The following strategies and actions will be deployed to ensure the attainment of Goal HPP05 during the Harambee period:



➔ **National Youth Entrepreneurship Policy:** We will draft and adopt a National Youth Entrepreneurship Policy by end of 2016. This Policy will coordinate and align essential levers for the entrepreneurial ecosystem including: access to funding; access to markets and integration into local and global supply chains; incubation and mentorship, business development services and skills, training and development. This initiative will be spearheaded by Ministry of Industrialisation, Trade and SME Development [MITSMED], Ministry of Finance [MOF] and Ministry of Sports, Youth and National Service [MSYNS];

➔ **Youth Enterprise Development Fund:** We will, in year one of Harambee, review existing Government owned youth enterprise funding mechanisms, with intent to consolidate them into a single ring-fenced Enterprise Development Fund, exclusively for the youth. We will ensure that this Fund, once established, will be appropriately resourced to ensure maximum impact with respect to youth enterprise development.

➔ **Non-collateralised lending for start-ups with potential:** To overcome the challenge of collateralised lending that is a big obstacle for broader growth oriented SMEs, the Ministry of Finance as the custodian of the Financial Sector Strategy, will be tasked to expedite the SME Financing Strategy, which aims to establish a Venture Capital Fund, a Credit Guarantee Scheme and the Challenge Fund [latter is a Training and Mentoring Fund aimed to build capacity in the business development service market, as well as enhance accessibility and affordability of those services to SMEs]. MOF will make necessary submission to Cabinet for approval and implementation of both

the Youth Enterprise Development Fund and the above SME Financing Strategy which emanates from the Financial Sector Strategy.

➔ **Impact Evaluation Framework:** To ensure maximum impact an evaluation framework for the implementation of the Youth Enterprise Development Fund will be developed and enforced. The framework will make provision for reporting requirements for implementing agencies and will have clear accountability measures for results.

‘ We will create a single ring-fenced Enterprise Development Fund, exclusively for the youth ’

➔ **Support to SME development:** Pending current Cabinet review and approval of the MSME Policy, MITSMED as Policy custodian, will be tasked to institutionalize the SME Development Agency with countrywide representation. The agency will become operational in year two of the Harambee period and countrywide representation will be achieved by the end of the Harambee period. This agency will facilitate SME development through various business support and advisory services.

➔ **Information Database System:** MITSMED will develop and implement an Information Database System to record MSME and Youth-Owned MSME data during the Harambee period. This will provide pertinent and accurate statistical data informing



of the level of participation, economic contribution through employment creation and sectoral representation of Namibian SMEs.

➔ **Develop project proposals for Regional**

Businesses: To take entrepreneurship to a local level, the NYC, NYS and MITSMED will scope regional business projects and spearhead business plan drafting for 121 Constituency Enterprises.

ECONOMIC COMPETITIVENESS

Situational Analysis

The challenges facing our people today, particularly unemployment, poverty, hunger and economic inequalities require a fast growing and globally competitive economy driven by competitive enterprises and a productive workforce. It is therefore expected of the Government and business sector to build an environment, which is fundamental to sustainable socio-economic growth.

During the Harambee period, the Government will spearhead reforms aimed at making the Namibian economy more competitive and in turn, improve our global competitiveness rankings. In order to enhance Namibia's competitiveness ranking, we will work with the private sector to address issues affecting our competitiveness as identified by international rankings.

In the spirit of Harambee, we have mapped out a Competitiveness Agenda 2020 in conjunction with the private sector. This Agenda highlights crucial areas that need urgent reform, since they are integral to the creation of rapid and sustainable pro-poor growth.

Some of the factors hampering our competitiveness include: inadequately educated workforce; access to financing; restrictive labour regulations; poor work ethics; corruption and inefficient government bureaucracy.

Furthermore, we do not have a properly coordinated one-stop-shop for investors. The processes required for business registration are far too many and it still takes far too long to have a business registered. The issuance of work permits/visas has improved dramatically since the implementation of the turn around strategy of the Ministry of Home Affairs and Immigration. However, recent policy change where business people from our major trading partner (RSA) are now required to apply for work visas/permits may erode good progress made in this area.

Access to finance, especially for SMEs and entrepreneurs, and access to serviced land for business purposes in most towns and cities remain serious bottlenecks. Unpredictable changes in the regulatory and policy environment are also highlighted by investors as serious constraints to doing business.

In order to ensure that we stand a good chance of achieving this ambitious sub pillar, our national policies and regulatory framework must facilitate rather than deter the achievement of the competitiveness agenda. An integrated approach to the strategies adopted under each pillar is critical to the achievement of the HPP. We need to be bold and ensure that we target our resources at the HPP sectors and that the monitoring and evaluation framework is robust to facilitate disciplined execution of the strategic milestones of the Plan.

It is pleasing to note that the country's institutional environment is considered functional and that property rights are well protected and the necessary checks and

balances, like an independent judiciary, are in place. This gives us a good basis to build on. According to the WEF and the World Bank, other factors that affect our competitiveness are low productivity, poor work ethics and an inadequately trained workforce. Strengthening our educational institutions and harnessing technology are measures that can improve productivity levels.

The social aspects of alcohol and drug abuse and other social ills that affect our communities, undermine labour productivity. The scourge of poverty, that manifest as hunger and deprivation also contribute to poor work ethics.

“ Under HPP the gap between the demand for and supply of skilled labour will be addressed by supporting practical training programmes and the streamlining of the system for the import of skilled labour. ”

Harambee Goal and Outcome #06 [HPP06]

The desired outcome/s with respect to economic competitiveness will be:

- ✓ In line with NDP4, we will strive to improve our competitiveness ranking from current position no. 4, to become the most competitive economy in Africa by 2020, according to the World Economic Forum Competitiveness Index and the World Bank’s Ease of Doing Business Indicators”.

Proposed strategies and actions to attain HPP06

To ensure that Namibia becomes the most competitive economy in Africa by the year 2020, the following strategies and actions will be deployed:

➔ **Investment Promotion Bill:** We will ensure the enactment of the Investment Promotion Bill and release the Investment Incentives Guidelines in year one of Harambee. The proposed legislation provides for amongs others, investor incentives and protection, sector reservations and defines strategic sectors of national interest.

➔ **Implement outstanding recommendations of the 2010 Investor Roadmap audit:**

We will implement all of the following outstanding recommendations from the 2010 Investor Roadmap Audit findings within year one of the Harambee period.

➔ **Re-engineering registration of businesses and intellectual property:** According to the World Bank Doing Business Report of 2016, Namibia is ranked 164 out of a total of 189 countries in the Ease of Starting a Business category. We will, as a matter of urgency ensure that the Business and Intellectual Property Authority (BIPA) Act is promulgated before September 2016; that BIPA is fully set up by December 2016 and that within the current year the registration and administration process of the setting up of a business is streamlined and simplified. BIPA will serve as an integrated client services facility.

➔ **Practical training and import of skilled labour:** This is a matter that is raised time and again as negatively impacting Namibia’s competitiveness. Under HPP the gap between the demand for

and supply of skilled labour will be addressed by supporting practical training programmes [see VET sub-pillar] and the streamlining of the system for the import of skilled labour. With regard to the later, the Ministry of Home Affairs will adopt a new streamlined system for approving work permits for scarce skills by the end of June 2016. In the Harambee spirit, consideration will be given for private sector representation on the new Immigration Board that will review application for work visas in approved categories.

- ➔ **Public Procurement and Private Sector Supply Chains:** We will leverage the Public Procurement Act and Supply Chain of the Mining Sector to develop 30 micro and small medium enterprises starting in year two of Harambee.
- ➔ **Industrial Erven:** To overcome the challenge of shortage of serviced industrial plots, we will service 415 hectares business and industrial plots, starting in year one of the Harambee period [15 hectares in Windhoek and 400 hectares in Walvis Bay]. The land-servicing programme will be rolled out to other regions with strong private sector presence during the Harambee period. In the spirit of Harambee, PPP solutions for the servicing of land, regional and local authorities will make land available at no or minimal cost will be encouraged.
- ➔ **Property Registration:** We will build the capacity to address bottlenecks and reduce the number of days it takes to register property from the current 52 to 25 days by year four of Harambee.
- ➔ **Increased Pass Mark of Grade 10 and 12:** To improve on the quality of education, we will increase the percentage of Grade 10 and 12 learners

achieving a pass mark of 24 and 30 respectively and a passing symbol of E in English from 55 percent to 60 percent in year two of Harambee. We will ensure that our tertiary institutions maintain and improve their ranking within the top 30 ranking of Best African Universities.

- ➔ **Improve quality of higher education** Financial incentives will be considered for Namibian Higher Education Institution's ranked amongst the Top 30 universities on the Africa Universities ranking Index.
- ➔ **Productivity Centre:** We will establish a Productivity Centre in year two of Harambee, that will regularly assess productivity of the Namibian labor force, as well as proposing remedial measures where productivity is deemed sub-standard.
- ➔ **Regular and structured Dialogue:** Dialogue and cooperation between the public and private sectors are a key success factor when it comes to driving economic growth and job creation. In the Harambee spirit, regular and structured Public-Private-Dialogue (PPD) platforms will be established to jointly identify and address existing challenges in the business environment. This forum will meet twice a year, presided by the President and Cabinet Ministers, business sector representatives.
- ➔ **Presidential Economic Advisory Council:** PEAC will be revamped and members will be appointed by the President from local experts and complimented by an external eminent individual in year one of Harambee.

CHAPTER 5



SOCIAL PROGRESSION

CHAPTER 5 SOCIAL PROGRESSION

Development must be people centered and outcome oriented. We have always said that people do not eat good constitutions or stability. Whatever we do, be it by refining our systems processes and institutions; be it by the way we managed our economy; or be it by putting in place physical infrastructure to promote Namibia to be the Gateway into SADC, it must transcend into improved social conditions. That is why this Pillar is the cornerstone of the HPP. It comprises four sub-pillars, namely elimination of hunger poverty; fast-tracking of urban land service delivery and housing; improved sanitary conditions countrywide; reduction in infant and maternal mortality; and acceleration of vocational technical skills.

HUNGER POVERTY

Situational Analysis

Namibia has made good progress in reducing poverty since independence. According to official statistics, the percentage of poor households classified as extremely poor has declined to 10.3 percent in 2009/10

‘ On hunger poverty, the message of Government is clear; there should be zero deaths in Namibia, during and beyond the Harambee period, caused by lack of food. As a so-called upper middle-income country, no one in Namibia should die because of lack of food. ’

from 13.8 percent five years ago. The child poverty rate declined from 43.5 percent to 34.4 percent during the same period. When compared to independence when the first poverty statistics were taken, the situation is even more encouraging. It is estimated that more than 600 000 Namibians have been lifted out of poverty since Independence. This sterling performance can be attributed to Government’s pro poor policies that include an array of social safety nets and the fact that the bulk of the budget has and continues to be channeled to the social sectors.

It is conceivable that, since the last official survey in 2009/10, the poverty rate has further declined due to a growing economy, improved expansion of social nets, tax breaks and the recent increase in the old age pension grant that will reach N\$1200.00 per month by 2017. Government has decided to accelerate the eradication of poverty. That is why the President declared war against poverty and established the Ministry of Poverty Eradication and Social Welfare in 2015.

Government is aware that there are many dimensions to poverty, and that the war on poverty must be multifaceted. However, one of the most visible manifestations of poverty is in the form of hunger. While all dimension of poverty will continue to be addressed under our long-term plans, the Harambee Plan prioritizes three dimensions of poverty, namely hunger poverty, housing and sanitation.

On hunger poverty, the message of Government is simple and clear, namely that over the Harambee period and beyond there should be zero deaths in Namibia due to a lack of food. As a so-called upper middle-income country no one in Namibia should die because of lack of food.



Harambee Goal and Outcome #07 [HPP07]

The desired outcome/s with respect to hunger poverty during the Harambee period will be:

- ✓ There will be zero deaths in Namibia that can be attributed to a lack of food.

Proposed strategies and actions to attain HPP07

Hunger poverty affects our people differently depending on where they reside. Therefore in addressing this important goal we will differentiate between the rural poor and the urban poor. Accordingly, the following strategies and actions will be deployed to ensure the prevalence of zero hunger during the Harambee period:

➔ Implementation of the Poverty Eradication Blue Print:

Following a successful national dialogue on poverty and wealth redistribution, Government has developed a robust blue print to eradicate poverty in Namibia by 2025. This blueprint will be adopted before the end of April 2016, and will form the basis for Harambee interventions with regard to poverty eradication in Namibia.

- ➔ **Emergency Assistance:** Many of the Namibian people still derive their livelihood from agriculture, especially subsistence farming. We also know that climatic conditions in Namibia remain quite volatile. During some periods, like 2015 and 2016, we experienced drought, while in other years we experienced floods. These natural disasters impact on agricultural output and food security at a household level. Therefore, one of the ongoing activities will be to provide humanitarian assistance through ongoing food distribution to affected households. The Namibian Government

had been very effective in providing assistance to citizens in times of external shocks such as floods and droughts and this will continue.

- ➔ **Improved Agricultural Output:** Efforts at improving agricultural output in communal areas to support food security at household level will continue. These will include subsidization to purchase farm implements and seeds and strengthening of agricultural extension services.

- The Minister of Agriculture, Water and Forestry will release the details of revised subsidies and enhanced extension services support during the next mid-term review of the budget slated for October 2016.
- In addition the expansion of the Green Scheme to improve food security at both household and national levels will continue to be supported during the Harambee period. The white-maize triangle presents enormous opportunity for crop production [maize production in particular] and will be incorporated in the national Green Scheme initiative through targeted incentives for eligible farmers. Proposals in this regard will be released during the mid-term review of the budget for implementation in year two of the HPP.
- Debushing, as a strategy for increasing grazing land in order to improve productivity and create employment will continue to be encouraged and supported.
- To support increased crop production, Government will establish fertilizer mixer plants in Namibia during year 2 of HPP to make fertilizers available to farmers at affordable prices.

➔ **Food Bank for Urban and Peri-Urban Hunger:**

When it comes to urban and peri-urban poverty one of the key strategies will be the introduction

of Food Banks that will to a large extent be run and managed by the unemployed youth in the form of Street Committees, thereby also contributing towards youth employment. The unemployed youth will receive nominal monetary and in-kind remuneration for work rendered. In this sense this particular activity will constitute a conditional income grant and not a free grant as was promoted under the Basic Income Grant. Private sector retail outlets and producers of food will be actively encouraged to participate through voluntary donations. The first Food Bank will be commissioned in Windhoek in the second half of 2016, while six more branches [two each during the remainder of the Harambee period] will be rolled out country-wide over the Harambee period. The community involvement in the form of Street Committees should also maintain security.

➔ **Administration of Targeted Social Safety**

Nets: The administration of social nets, including improved coverage will continue. For example, in the next fiscal year the old age grant will be increased by an additional N\$100 per month. This will represent an increase of 100% in old age grant, compared to the initial figure of N\$600. Empirical evidence shows that the old age grant has a huge and positive effect on poverty reduction, especially on childhood poverty. During the town hall meetings of President Geingob in 2015, the senior citizens in all regions attested to the positive impact of the increased old age grant on household income. Namibia has a number of social safety nets. These include the old age social grant, grants for orphans and vulnerable children, grants for people with disability and grants for war veterans. This fragmented approach to social safety nets are not effective. The Ministry of Poverty Eradication will, therefore, investigate the feasibility

of consolidating these grants into a more effective, coordinated safety net during year one of HPP.

➔ **Establishment of a National Pension Fund:** Many employed Namibians are currently excluded from pension/retirement fund arrangements. We will therefore operationalise the National Pension Fund during the HPP period. In this regard, regulatory amendments will be taken through relevant governance structure in year one of the Harambee.

➔ **State Lottery:** Government will investigate the feasibility of establishing a State Lottery during the Harambee Period. Revenue collected through the State Lottery will, like the Solidarity Wealth Tax be directed to poverty eradication activities under the supervision of the Special Tax Committee. Winning proceeds will be paid partly in cash, as a compulsory investment in housing and pension, and a cash payment. [See Economic Advancement page 27]

“ Government has the dual responsibility to take care of those most needy and to create an environment where those with ability can prosper, each according to their needs and abilities. This is the Harambee way. ”

➔ Other measures under consideration include re-introduction of the Food for Work programme, improved coverage of the Foster Care Grant, improved coverage and reach of the School Feeding programme and to investigate the feasibility of a National Minimum Wage.

It is important to note that the above strategies are aimed at preventing Namibians from dying because of lack of food. There are also other longer term measures aimed at addressing broader poverty. For example, one element of poverty is lack of decent shelter and the Harambee Plan will present strategies and plans on how to improve access to affordable housing and how to improve sanitary conditions in the country. Over and above, we recognize that more must be done to grow the economy and create decent job opportunities for all. The latter also enjoys attention in the Harambee Plan [Pillar 2 on Economic Advancement].

RESIDENTIAL LAND DELIVERY, HOUSING AND SANITATION

Situational Analysis

Lack of decent housing continues to be one of the most contentious issues in Namibia. The lack of decent housing was identified as a priority by Government which has introduced the Mass Housing Initiative in 2013. The Mass Housing Initiative aimed to deliver 187,000 houses by the year 2030. Unfortunately, the implementation of the mass housing initiative was affected by several problems and was put on hold in the middle of 2015. Following the successful resolution of the identified problems, the initiative will resume in the 2016/17 fiscal year. Government remains committed to provision of decent housing for all in the Namibian House. To that end, Government welcomes the pledge from the business sector to assist workers in obtaining housing.

Complementary to housing, we also plan to make progress on poor sanitation. It may not however, not

be possible to completely resolve it over the Harambee period, given the extent of the challenge. According to the National Household Income and Expenditure Survey of 2009/10 (NHIES), some regions such as Ohangwena, Omusati, Kavango East, Kavango West and Zambezi are more affected and will be prioritised. Poor sanitation is also a problem in rapidly urbanizing areas such as Windhoek and Swakopmund, and will also be prioritized. Part of the sanitation challenge will also be taken care of under the land servicing and housing program. Although these are listed priority areas, the entire country will be covered during the HPP period.

Harambee Goal and Outcomes #08 [HPP08]

The specific goals with respect to residential land servicing, housing and sanitation during the Harambee period will be:

- ✓ To construct 20,000 new houses nationwide;
- ✓ To service 26,000 new residential plots country wide;
- ✓ To construct 50,000 rural toilets during the Harambee period; and
- ✓ To eliminate the bucket system by end 2017

Proposed strategies and actions to attain HPP08

The following strategies and actions will be deployed to ensure the attainment of goal HPP08 during the Harambee period:

- ➔ **Land Service Delivery:** On Land Service Delivery, the following tangible actions will be executed during the Harambee period:
 - **Massive Urban Land Servicing Programme (MULSP):** The MULSP which started with three pilot towns, namely Windhoek, Walvis Bay and

Oshakati, will be rolled out to the regions during the Harambee period. In this regard, the MoURD will present the detailed implementation plan to Cabinet for approval before the end of September 2016.

- **Subsidisation of Local Authorities:** To expedite servicing of land, Government will subsidise some local authorities, where there is a big influx of people, to service land.

➔ **Housing Delivery:** On delivery of decent houses, the following actions will be carried out during the Harambee period.

- **Mass Housing Initiative:** After irregularities, such as contracting and billing have been successfully resolved, the mass housing initiative will resume from the 1st of April 2016. It is the intention to deliver at least 5,000 houses per annum countrywide during the Harambee period.
- **Housing for Civil Servants:** In the spirit of Harambee, the Government Institution Pension Fund [GIPF] has agreed to introduce special housing solutions for civil servants, in particular the uniformed personnel, teachers, nurses and doctors. This will allow Government funding for housing to be directed to the poorest of the poor. The GIPF solution will be ready before the first quarter of year one of the HPP.
- **Industry Contribution:** The private sector, in the true Harambee spirit has committed to assisting their employees to be properly housed. In this connection, the mining sector will take the lead in year one and has set up the noble goal of providing housing to each employee. The private sector, in particular the

banking sector has also agreed to increasingly direct their corporate social responsibility to housing for the poorest. In this connection, in conjunction with the Shack Dwellers Federation an initial target of 500 low income houses is set for completion by March 2017 and will be escalated on an annual basis thereafter.

➔ **Construction of Rural Toilets:** Similar to Food Banks, the construction of rural toilets will be done primarily by unemployed youth. This activity will complement Government's drive to end hunger poverty in both urban and rural areas. While the Food Banks will concentrate on arresting urban hunger, the construction of rural toilets will create economic opportunities for unemployed rural youth and by so doing, indirectly address rural hunger, while similarly addressing sanitation.

➔ **Funding for Land Servicing and Housing:** Funding for land service delivery and housing remains a key constraint, and in this connection, Harambee will pursue the following actions:

- **Revolving Fund for Housing:** We will establish a Revolving Fund that will be specifically mandated to fund housing for low-income segments of the population. The modalities of this Fund will be developed and fine-tuned during year one of the Harambee Plan, to enable the Fund to become operational from year two of the Harambee period.
- **Pre-allocation of Land still to be Serviced:** In order to mobilize funds to service land, Government will encourage municipalities to pre-allocate land that is not serviced to qualifying candidates for servicing at own cost.

“One mother who dies while giving birth is one mother too many” and we must, therefore, do everything we can to prevent it from happening.”

INFANT AND MATERNAL MORTALITY

Situational Analysis

The HPP considers “one mother who dies while giving birth is one mother too many” and we must, therefore, do everything we can to prevent it from happening. The same goes for a child that dies before the age of one. Infant mortality is a global challenge for many and has therefore, been prioritized as one of the sustainable development goals of the United Nations. Namibia has made good progress in reducing infant and maternal mortality but under the Harambee Plan we want to do even more.

Harambee Goal and Outcome #09 [HPP09]

The desired outcome/s with respect to infant and maternal mortality during the Harambee period will be:

- ✓ A significant reduction in infant and maternal mortality rate by 2020, specific targets will be determined in year 2 of Harambee Plan following improved data collection in year 1 of the Plan.

Proposed strategies and actions to attain HPP09

The following strategies and actions will be deployed to ensure a reduction in the infant and maternal mortality rates during the Harambee period:

- ➔ **Community Health Workers and Midwives:** We will identify, train and deploy community health workers and midwives to identify mothers who are potentially at risk of dying during the delivery process at an early stage and those requiring referral to health facilities for observation and treatment. The midwives will be based in the community, available to assist with and oversee safe home deliveries.
- ➔ **Provision of Equipment:** There is a shortage of essential equipment at most health facilities in the country. We will ensure that by the end of the Harambee period, all hospitals delivering babies should have at least one functional ultrasound machine. In the same vein, delivery beds have been ordered for all units and we will ensure that there are functional operating theatres, oxygen, resuscitative and suction points at all times in all maternity wards by the end of the Harambee period.
- ➔ **Essential component of obstetric care.** Inaccurate estimation of gestational age is contributing to neonatal deaths and poor maternal outcomes. Multiple pregnancies are also often missed, as are structural anomalies. We will therefore ensure that during the Harambee period quality ultrasound training is introduced countrywide.
- ➔ **Provision of Essential Drugs:** We will ensure that essential drugs, such as ergometrine and anti-hypertensives, as well as monitoring equipment, in case of diabetic pregnancies to measure blood sugar level are available to pregnant women.

This will allow for women to be discharged earlier, thereby freeing up bed space and minimizing risks of infection rates and thrombosis.

- ➔ **Adequate Staffing:** Some regions remain short staffed shortages of midwives and anaesthetists prevalence. We will initiate a rapid recruitment process to ensure a basic minimum of staffing levels at each hospital.
- ➔ **Maternal/Neonatal Transport System:** We will, as a matter of urgency, in year one of Harambee introduce a dedicated maternal/neonatal transport system, with dedicated trained staff in Namibia. This will allow for critically ill babies and mothers to be transferred with oxygen, ventilation or appropriate infusions; thereby reducing deaths on or before arrival at regional health facilities.
- ➔ **Maternal Shelters for Expectant Mothers:** Government will fast track the development of shelters for mothers who are travelling from remote rural areas to wait for the delivery of their babies. To this regard, the Social Security Commission has pledged to construct 4 such shelters at hospitals in Outapi, Rundu, Katima Mulilo as well as a clinic at Ausenkehr in //Karas Region.

A similar programme funded by the European Union (EU) and supervised by the Office of the First Lady, will also be provided with the necessary technical support.

VOCATIONAL EDUCATION AND TRAINING

Situational Analysis

Vocational Education and Training (VET) is steadily emerging as a global front runner in driving national development agendas, and features prominently in the strategic and operational priorities of regional economic communities and multilateral organisations, including that of the African Union (AU), International Labour Organisation (ILO) and United Nations Educational, Scientific and Cultural Organisation (UNESCO). The rationale to prioritise and invest in VET is strong and convincing and stems from the recognition of VET as a source of skills, knowledge and technology needed to drive productivity in knowledge-based and transitional societies for the twenty-first century. VET is further accorded a high premium because of its potential to equip citizens with job/work-ready skills and for its potential to deal with the global challenges of youth employability and unemployment. Productivity is the basis for sustained economic growth and wealth accumulation. For Namibia to improve its global competitiveness, it is important that our citizens have the required technical and vocational skills.

Developed economies were not built by PhD holders, but by craftsmen & artisans. We cannot expect to develop if we do not have these skills. Research shows that there is huge deficit in vocational skills in the labour market. Moreover, people with vocational skills tend to be more entrepreneurial and through appropriate supportive interventions may even set up their own small businesses, thereby employing others and contribute to job creation. Vocational training is not meant for so called dropouts or those that fail to get admitted to universities. It is promoted because



‘ **Developed economies were not build by PhD holders, but by craftsmen & artisans. We cannot expect development without these requisite skills.** ’

it is the backbone of our economic development. It is, therefore, not an inferior skill but one highly rated under HPP. Vocational education training will be prioritised in line with core skills needs identified as per National Skills Development Plan.

Harambee Goal and Outcomes #10 [HPP10]

The desired outcome/s with respect to vocational education and training during the Harambee period will be:

- ✓ To increase the number of qualified VET trainers from 15,000 in 2015 to 25,000 by 2020;
- ✓ To improve the quality of VET;
- ✓ To improve the image of VET nationwide;
- ✓ Speed up VET refunds to private sector who train their employees.

Proposed strategies and actions to attain HPP10

To ensure that the goal of vocational skills development is achieved, the following strategies and actions will be deployed during the Harambee period.

- ➔ **Vocational Education Training Expansion:** Under VET expansion we will in 2016 develop a

VET expansion master plan to have a footprint of Vocational Skills Development Centres in all 14 regions. Following on a pre-feasibility study that was carried out in 2015/16, the fully fledged feasibility study will be ready before September 2016. In the same year, we will refurbish an existing building in the Kunene region for use as a VTC. In year two and three of Harambee we will construct new centres in Nkurenuru and in Omuthiya.

- ➔ **Recognition of prior learning:** We will roll out the recognition of prior learning services nationally to certify skills of citizens acquired through work experience in the informal sector. Our immediate target is to have 2,000 candidates certified in year one of Harambee.
- ➔ **Improve quality of VET provision:** To improve the quality of VET provision we: will train 200 instructors/trainers, that will also undergo compulsory industry attachments; we will develop in 2017 a national policy for VET practitioners, including assessors, moderators, verifiers and instructional designers; and we will enter into bilateral agreements to source trainers from Cuba, Germany and Spain.
- ➔ **Improve the image of VET:** We will adopt technical and vocational education and training [TVET] as the standardized international training convention. We will rename VTCs as technical and vocational training colleges by 2017 and we will stage a national vocational education and training skills competition biannually to promote VET as a subsector of choice.
- ➔ **Apprenticeship and funding:** We will initiate more apprenticeship opportunities for VET graduates, with the first apprenticeship programme scheduled to roll out in 2016. In addition, graduates with good business propositions will be assisted to the extent that it is feasible to start their own businesses.

CHAPTER 6



INFRASTRUCTURE DEVELOPMENT

CHAPTER 6 INFRASTRUCTURE DEVELOPMENT

Modern, reliable infrastructure is critical for high and sustained economic growth. Without it, almost everything in the economic value chain tends to be slower, less reliable and more expensive than is necessary. Namibia is fortunate to have relatively well-developed physical infrastructure such as: dams and water carriers; modern ports; a well developed road network; electricity distribution network; and modern ICT infrastructure. In view of these, as well as Namibia's geographic position, the Namibian Government has decided to position the country as a Gateway [also logistics hub] into the Southern African Development Community [SADC].

‘ A shortage of electricity will have a serious and negative impact on Namibian industries, investment attraction, growth and job creation. ’

Despite boasting such well-developed infrastructure, there are some emerging weaknesses that if not addressed with urgency could become bottlenecks to higher growth and development during the Harambee period. These include: shortage of locally generated electricity; an ailing rail network, especially the stretch between Walvis Bay and Tsumeb; and underdeveloped water infrastructure in the North and Central areas of the country. Upgrading of physical infrastructure continues to be a long-term strategic priority of Government as highlighted in NDP4. However to upgrade all infrastructure at the same time would be expensive and therefore not feasible. To that end,

the Harambee Plan will address only a few critical infrastructures that need more attention during the four-year period to 2020.

ENERGY

Situational Analysis

Namibia's total electricity demand is currently estimated in the region of 600 MW per annum. Due to the envisaged growth trajectory, this demand is expected to grow at about 5 percent per annum. Total generation capacity delivers approximately 400MW, thereby rendering a deficit of about 200MW. It is, however, important to note that much of the generating capacity [332 MW] is linked to hydro supply from Ruacana that is dependent on the seasonal flow

‘ Government welcomes the pledge the business sector to assist workers in obtaining housing. ’

of the Kunene River. The actual electricity deficit at any given point in time will, therefore, be bigger depending on the flow of the Kunene River.

To close the electricity supply deficit, Namibia imports a significant amount of electricity from neighboring countries, with the bulk coming from Eskom in South Africa. Eskom however has its own challenges in providing electricity. To the extent that South Africa in the year intermittently experienced load shedding in



2015. To exacerbate the situation, the entire SADC sub-region is expected to suffer from electricity deficits due to higher economic growth and aging infrastructure. Reliance on cheaper electricity imports from neighboring countries is, therefore, not a viable option for Namibia. Shortage of electricity will have serious negative impacts on industries in Namibia, and in turn on attraction of investment, growth and job creation. In addition to providing secure affordable electricity to industries, the Namibian Government, as part of its poverty eradication strategy remains committed towards providing electricity to all educational and health facilities, and to all household, especially rural households. This is why generation of electricity will enjoy top priority during the Harambee period.

Harambee Goal and Outcomes #11 [HPP11]

The desired outcome/s with regard to electricity supply during the Harambee period will be:

- ✓ Increase in local electricity generating capacity from 400 MW to 600 MW;
- ✓ Provision of electricity to all schools and health facilities by 2020; and
- ✓ Increase in the rural electrification rate from 34 percent in 2015 to 50 percent by 2020.

Proposed strategies and actions to attain HPP11

The following strategies and actions will be deployed to ensure that the targets with respect to electricity supply are met during the Harambee period:

- ➔ **National Integrated Resource Plan [NIRP]:** For a start, the White Paper on Energy and the National

Integrated Resources will be finalized before June 2016. This Plan will have a strong emphasis on development of Independent Power Producers [IPP] and renewable energy solutions.

- ➔ **Review of the single buyer model:** Government will continue to promote independent power producers in the market to ensure that NamPower does not solely carry the brunt of generation and transmission. In this connection the Ministry of Mines and Energy will before the end of December 2016 conclude the process of finalizing the review of the single buyer model that will translate in secure and affordable electricity supply in Namibia.
- ➔ **Increase emphasis on renewable energy solutions:** Namibia's potential in renewable energy [solar and wind in particular] is immense and will, therefore be highly prioritised during the Harambee period. This will be detailed in the White Paper on Energy [NIRP].
- ➔ **Other short-term generating projects:** In addition to renewables, Government will also promote short-term diesel generation project at minimal costs during the Harambee period.
- ➔ **Rural electrification:** The rural electrification drive will continue during the Harambee period. This will be done to increase the rural electrification rate from 34 percent in 2015 to 50 percent by 2020.
- ➔ **Schools and health facilities:** During the Harambee period the Government will ensure that all schools and health facilities will be electrified. This together with the roll out of broadband internet to these facilities, will open up new opportunities in e-learning, e-health as well as e-governance.



➔ **Imports during peak demand:** Not all electricity generating projects will come on stream at the same time. To ensure that there is no electricity shortage during the Harambee period, the Government of Namibia successfully negotiated a 300 MW standby arrangement with Eskom to cover any unforeseen electricity shortages during the Harambee period.

‘ This drought that has not yet ended, reminds all that Namibia is semi-arid country, prone to drought. The drought situation is likely to worsen and it is predicted that Namibia will be negatively affected by global climate change, which has become the reality of our times. ’

➔ **Demand management measures:** Building new electricity capacity is time consuming and does not address the immediate supply constraints. We will, therefore, continue addressing the demand side during the Harambee period by promoting electricity saving technologies and offering energy audits to industry and households. A detailed roll-out Plan will be presented to Cabinet for approval by end of July 2016.

➔ **Long-term electricity security:** Long-term generation solutions will continue to enjoy attention during the next four years for speedy implementation post Harambee. Some of the

feasibility studies that will be refined and concluded include: Kudu-gas to Power Project and the Baines Hydro power project. Both these studies will be concluded by March 2017.

WATER

Situational Analysis

Namibia has made enormous progress in providing safe water to the majority of her citizens. According to the 2011 Census, 87 percent of Namibians had access to potable or safe water. While this is a significant achievement, access to safe water varies across regions. For example, while almost all households in urban areas have access to safe water, less than 70 percent of households in rural areas have access to it. Moreover, due partly to outdated infrastructure and over-subtraction from ground water resources, many people in rural areas are forced to get supply from unsafe sources, especially in the dry season.

It is a NDP4 target that access to water for human consumptions should increase to 100 percent of the population by 2017 and that there should be sufficient water reserves available for industrial purposes. During the NDP4 period, Namibia experienced one of the worst recorded droughts. This drought that has not ended and reminds all that Namibia is a semi-arid country which is prone to devastating drought. The situation is likely to worsen and it is predicted that Namibia will be negatively affected by global climate change, which has become the reality of our times. In addition to industries, availability of water is becoming increasingly a concern as a number of dams and water reservoirs, supplying in particular the City of Windhoek are running low. Similarly in coastal towns of Walvis Bay and Swakopmund, the alluvial ground water reserves used for supply are overutilized. It is predicted that if there are no sufficient inflows into the dams that supply the



City of Windhoek, that the city will run out of water by August 2016.

Harambee Goal and Outcome #12 [HPP12]

The desired outcome/s with respect to water security will be the same as under NDP4 namely:

- ✓ To increase access to water for human consumption [that is safe potable water] from 50 percent to 100 percent of the population by 2020;
- ✓ Ensure that there are sufficient water reserves for industrialisation and land servicing and housing development purposes.

Proposed strategies and actions to attain HPP12

The following strategies and actions will be deployed to ensure that the goals with regard to water security will be met during the Harambee period:

➔ Cabinet Committee on Water Supply Security

A Cabinet Committee will be established, reporting to the President on a monthly basis, on the water situation including the effectiveness of water management measures.

➔ Implementation of a national water resources monitoring system:

There is still a lack of data and information on Namibia's water resources. Therefore, one of the key actions under Harambee will be timely assessment of data and distribution of information to all relevant stakeholders. This would for example allow more coordinated drought relief activities and timely implementation of water saving measures. This will be done by March 2017.

➔ In the north of the country, we will develop infrastructure to use the newly discovered underground water resources:

The current state of investigation allows safe assumptions for continuous and back-up supply scenarios. Despite the relatively high investments, the long term costs would be lower compared to the current supply as the water needs minimal treatment and the capacity of the existing network can be increased. The water challenge in the North will be overcome by introducing a good mix of available resources [surface water, groundwater, rain water and water re-use]. The Ministry of Agriculture, Water and Forestry will present a detailed implementation plan on this matter before September 2016.

➔ In central Namibia we will implement the Windhoek Managed Aquifer Recharge concept:

This will result in the improved usage of the Windhoek Aquifer as a water bank through managed recharge in combination with increased water re-use. The details of the implementation plan are still being fleshed out, and will be finalized by the end of July 2016.

➔ At the coast, focus will be on desalination by using renewable energy (solar, wind):

To meet the increased demand for water at the coast as a result of uranium mining activities, we will be constructing a 25-million m³/annum seawater desalination plant by the end of the MTEF period (2016/17 - 2018/19). The target is designed to address the water security for the coastal towns by augmenting water supply in order to meet growing demand of the mining sector and the coastal towns of the Erongo region. In the spirit of Harambee, and to free up resources for construction of water infrastructure in other parts of the country, consideration will be given to develop this desalination plant on a PPP basis.



➔ **In the South of the country** we will increase the capacity of impounded water with 850 million m3 by construction of the Neckartal Dam in the Fish River by the end of the MTEF period (2016/17 - 2018/19). The target is designed to ensure water supply and food security by providing irrigation water and safe drinking water. It will further result in availability of reliable safe water within close proximity to the users.

‘ The current over-reliance of cargo on road infrastructure creates damage that is costly to maintain and also negatively affects road safety. ’

➔ **We will develop incentives to bring industrial sites closer to water resources.** The idea is to locate water intensive industries away from the central region and close to the perennial rivers. This would also reduce the influx of settlers from those areas. Specific incentive proposals will be ready by July 2017.

TRANSPORT

Situational Analysis

In view of Namibia’s ambition of becoming a logistics and distribution hub by 2030, significant investment outlays will have to be made in all four modes of

transport infrastructure, namely road, rail, maritime and aviation. Development of transport infrastructure has been prioritized in all NDPs, but it was only in NDP4 that the audacious goal of becoming a logistics and distribution hub was adopted. Subsequently, more money has been invested into the development of our transport infrastructure. It was during NDP4 that the expansion of the Port of Walvis Bay, that was almost running at full capacity was also kick-started. Equally significant progress had been made under NDP4 with respect to road infrastructure, and the upgrade of security related infrastructure at our airport.

Much less progress was made with regard to the upgrade of our rail infrastructure. Certain sections of the rail infrastructure are in urgent need of repair or replacement. Lack of rail upgrade may also bear negative consequence on the significant investment at the Port of Walvis Bay. Major shipping lines have indicated that a functioning rail system would be a precondition for them to stop at the Port of Walvis Bay. At the top of the list is the Walvis Bay-Tsumeb connection that apart from the urgency and safety considerations also presents a solid business case.

Mines operating along this stretch of the railway line have indicated their preference to transport their products via rail as opposed to road, which is deemed more expensive and less safe. The current over-reliance of cargo on road infrastructure creates damage that is costly to maintain and also negatively affects road safety. Traffic congestion is not only prevalent on some national roads, but also in more densely populated urban areas, in particular in the capital Windhoek, as well as between places such as Windhoek and Rehoboth, Windhoek and Okahandja, Walvisbay and Swakopmund and Omuhiya and Ondwangwa.



Harambee Goal and Outcomes #13 [HPP13]

The desired outcome/s with regard to the upgrade of transport infrastructure during the Harambee period will be the following:

- ✓ Completion of the deepening and expansion of the Port of Walvis to be able to handle a minimum of one Million TEUs;
- ✓ The extension of bitumen roads by 526 kilometers, including the selective introduction of dual carriage ways;
- ✓ Upgrade of the national rail infrastructure by 612 kilometer to SADC standard;
- ✓ Ensure air safety standards.

Proposed strategies and actions to attain HPP13

The following specific projects will be executed to ensure upgrades of growth critical transport infrastructure during the Harambee period:

- ➔ **Railway upgrades:** The following rail upgrades will be executed during the Harambee period:
 - Upgrading of the rail network from Walvis Bay to Tsumeb, to be fully completed by 2020.
 - The upgrade of the Sandverhaar-Buchholzbrunn [40 kilometers].
 - The construction of sand tunnels on the Aus-Luderitz railway.
 - The introduction of a commuter train service between Windhoek Central and Katutura and other suburbs.
 - The introduction of commuter train services between Windhoek and Rehoboth.
 - The introduction of commuter train services between Windhoek and Okahandja, Windhoek to International Airport.

- Detailed Feasibility Plans to be submitted for approval by Cabinet by March 2018.

➔ **Road upgrades:** The following road upgrades will be carried out during the Harambee period:

- Upgrade of the Windhoek-Okahandja road to dual carriage will be completed by December 2019.
- Upgrade of the Windhoek-Hosea Kutako International Airport road to dual carriage by December 2019.
- Upgrade of the Omuthiya-Ongwediva road to dual carriage. Work will start during Harambee period, but will only be fully completed after 2020.
- The upgrading of the Karibib-Usakos-Swakopmund road to a two plus one cross section road. Work will commence during the Harambee period completion after 2020.
- Upgrading of the Swakopmund-Walvis Bay road to dual carriage by December 2019.
- Upgrading of the Swakopmund-Hentiesbay-Kamanjab road to bitumen standard. Work on this road will go beyond the Harambee period.

➔ **Port and runway upgrades:** The following with regard to port and runway development will be done during the Harambee Period.

- Completion of the extension of the Port of Walvis Bay by 2018.
- Upgrade of the Eros airport runway and terminal by June 2017.
- Upgrade of the Mpacha airport runway by end 2018.
- Upgrade of the Hosea Kutako International airport runway and terminal.



INFORMATION COMMUNICATION TECHNOLOGY

Situational Analysis

Penetration of telecommunication services improved rapidly with the introduction of mobile cell phone services during the mid 1990s in Namibia. Mobile phones have made life much easier for citizens as it contains features that offer variety of services such as internet, through which people can send and receive email, do internet payments or transfers, cell phone banking, make use of social media platforms and access educational material.

Namibia has been connected to the West Africa Cable System (WACS) since May 2012. This connection is destined to bring increased broadband capacity, boost the uptake of internet-based services and internet access in the country. The Government network backbone infrastructure has been redesigned and is being upgraded to be able to carry the increased bandwidth capacity of 600 Megabits per second (Mbps) from WACS and enable seamless Government service delivery in all the regions. Such infrastructure will make it possible for the implementation of e-government and facilitate decentralization of services.

The Communications Regulatory Authority of Namibia (CRAN) has been established to ensure adequate regulation of the ICT sector, which in turn promotes the availability, and accessibility of Telecommunications, Postal and ICT services at affordable prices. Namibia has successfully implemented the Digital Terrestrial Television (DTT) migration from analogue to

digital television as required by the International Telecommunications Union [ITU]. The latest generation DTT standards enable the delivery of audio, video and data services to fixed, portable and mobile devices, or a combination thereof. The launching of the 4G Long Term Evolution-LTE technologies enables the downloading and uploading of data at a speed almost ten times faster than the previous generation.

MICT established 26 Multi-Purpose Community Centers (MPCCs) in all 14 regions which are equipped with basic ICT equipment to ensure that the digital divide is reduced through the introduction of ICT services to rural communities. The potential of these Centres should be maximized to be able to be accessed and utilised as many community members as possible. Namibia has made strides in the development of stable telecommunications, broadcasting and postal infrastructures, however there are challenges that need to be addressed. The potential for deploying ICT services in the country is high and requires innovative approaches and concerted efforts from stakeholders.

Despite the significant progress made, some of challenges include:

- The unavailability of electricity infrastructure in semi-urban and remote rural areas hindering both the provision and uptake of ICT services.
- Insufficient telecommunication backhaul infrastructure to very remote rural areas.
- The unit cost of rolling out infrastructure is high and this negatively influences the affordability and price points of key services.
- ICT literacy is relatively low in Namibia, which inhibits the uptake of e-commerce and Internet access.
- There are limited internet access points in public facilities especially in rural areas.



- Lack of understanding of the relevance of ICT, which results in low resource provision, and usage of available ICT capacity.
- High import taxes on ICT equipment and high fluctuations in exchange rates which further push the cost of imported equipment higher impacts affordability.

Harambee Goal and Outcomes #14 [HPP14]

In order to address the challenges regarding telecommunications access, MICT, with the technical support from the International Telecommunications Union, have been drafting a Broadband Policy and an associated Implementation Plan. The purpose of this Policy is to provide a framework for a holistic development of Broadband in the Republic of Namibia. The Broadband Policy contains the targets, which were endorsed by SADC Ministers of ICTs during their meeting held in June 2015. These will be the targets that Namibia will implement through the Harambee Prosperity Plan as follows:

- ✓ 80 percent of the population of Namibia to be covered by broadband services by 2020;
- ✓ 80 percent Broadband connections and usage to all primary and secondary schools in Namibia to allow e-learning by 2020;
- ✓ Broadband connections and usage to 70 percent of the health facilities in Namibia to allow e-health by 2020;
- ✓ 100 percent Broadband connections and usage to all public sector agencies in Namibia to allow for e-governance by 2020; and
- ✓ 100 percent coverage by digital TV and radio broadcast to all households by 2020.

Proposed strategies and actions to attain HPP14

The following strategies and actions will be deployed to ensure that the ICT targets will be met during the Harambee period:

➔ **Broadband Infrastructure Development.**

This will among others entail finalization of the broadband policy by September 2016; finalization of the electronic transactions and cyber crime bill by September 2016; usage of post offices and multipurpose community centres as community access points for broadband by October 2016; upgrading of international link capacities to provide access to higher bandwidth capacities by September 2016 full implementation of Long Term Evolution [LTE] to provide the population with a faster internet experience upgrade international link capacities (WACS) to provide access to higher bandwidth capacities by October 2016; expansion of the national fiber optic backbone network by constructing fiber optic transmission routes in underserved areas across the country to bring high speed and reliable telecommunication services to the people by March 2020; establishment of Public Access Points in rural communities to improve access and utilization of internet to bridge the digital divide by June 2017.

➔ **Ensuring Accessibility and Affordability of Broadband.**

This will entail finalization of Infrastructure sharing guidelines by September 2016; finalization of open access guidelines by September 2016; equipping all 26 Multi-Purpose Community Centers (MPCCs) with internet connectivity by October 2016; finalization of the Universal Access Regulations and Guidelines by



September 2016; and commence with the set-up of the Universal Access Fund to assist in the rollout out of identified ICT infrastructure and services in underserved areas by February 2017.

- ➔ **Promote e-services and innovations. This will include:** establishment of a framework for software development cost sharing by March 2017; establishment of a framework for collaboration in e-services delivery across all sectors of the economy by 2017; provision of means for access to public information/data and commence

implementation of e-education, e-health, e-agriculture, e-transport, e-mining by October 2017

- ➔ **Confidence and security of broadband networks. This will include:** finalization of the Electronic Transactions and Cyber Crime law by September 2016; establishment of a Computer Emergency Response Team (CERT) by February 2017; and establishment of a standardized Operations & Managements (O&M) centre for broadband by February 2017.

CHAPTER 7 INTERNATIONAL RELATIONS AND COOPERATION

Nation building can be compared to building a house. The very first step before construction of a house can commence is to clear the area of land where the house will be built upon. In the case of Namibia, the land was cleared through the 1990 UN supervised election. The International Community midwifed our birthing into sovereignty and we are a true product of international solidarity with the spirit of Pan Africanism. When we were oppressed, our friends in the world stood by us in solidarity, supporting us with food, shelter, clothing, education and training to enable us to self-govern when the time arrived.

Our destiny is therefore closely linked to what is happening in the world and Africa in particular. Kwame Nkrumah once stated that Ghana could never be free until the whole of Africa is free. Given our experience of oppression, Namibia will never feel free until all the oppressed peoples in the world are politically free. Selecting the Kiswahili word “Harambee”, which is not derived from any Namibian vernacular, to name this important Plan, is testament to our homogeneity. We are first and foremost African, and our future is intertwined with the future of Africa.

Harambee Goal and Outcomes #15 [HPP15]

Our goals and desired outcomes with regard to international relations and cooperation during the Harambee period will be:

- ✓ Namibia continues to be a respectable and trusted member of the International Community by honoring our obligations; and
- ✓ For the international community to support Namibia translate her political independence into economic independence.

To attain the goal of remaining a respectable and trusted member of the international community, the following actions and strategies will be pursued:

- ➔ **Solving problems through dialogue:** Namibia believes in a world where the best approach towards solving differences is dialogue. Namibia believes that there are no winners in a war and believes in multilateralism and respect for the United Nations (UN), African Union (AU) and their associated institutions, which urge us to join hands and build a new type of international relations based on cooperation and “*living together in peace with one another as good neighbours*”. When dialogue fails, war occurs and Namibia does not want this to happen.
- ➔ **Contribution to peacekeeping operations:** Namibia has a well-trained and highly professional army, which has a proven track record and has made contributions to international peacekeeping operations, relative to our means. During the Harambee period, if called upon and to the extent feasible, Namibia will continue to contribute to peacekeeping operations of the UN and AU to make our world more peaceful and secure.
- ➔ **Solidarity to oppressed Nations in the world:** We express our solidarity to the oppressed people of the world, who should be allowed to enjoy their inalienable rights to self-determination and national independence, just like all other people because these rights are indivisible; they apply to all of us. Namibia therefore reaffirms her full and unequivocal support for the inalienable rights of the People of Palestine and support their right for independence. We also support the United Nation resolution on the Western Sahara.

To attain the goal of translating her political independence into economic independence, the following actions and strategies will be pursued:

➔ **Support to the war against poverty:** The international community stood by us during the fight for freedom. We call upon the international community to support our war against poverty. In his maiden speech to the United Nations General Assembly of 2015 that coincided with the adoption of the sustainable Development Goals, Dr. Geingob called upon the International Community to support Namibia in its quest to eradicate poverty by 2025. It is also noteworthy that Namibia undertook to eradicate poverty before it was adopted as the number One sustainable development goal of the United Nations. In this regard, Dr. Geingob called upon the International Community to abandon the unfair classification of Namibia as an upper middle-income country. This classification that simply takes the average per capita income does not take into consideration distribution of income and should be done away with.

➔ **Climate Change:** Climate change is a reality of our time. Although the degree of contribution to global warming varies, Namibia has committed to reducing carbon dioxide emissions into the atmosphere, because our planet is at stake. Namibia fully supports the goals of COP21. That is why Namibia will pursue an energy mix that will predominantly comprise of renewables during the Harambee period. The International Community is called upon to support Namibia to finance renewable energy.

➔ **Conservation:** Namibia has experienced poaching of endangered species like the Rhinoceros. We must live in harmony with wildlife and we condemn the killing of protected species. We will invite support of friendly Nations to bring to halt the killing of protected species.

➔ **African Economic Integration:** We support the AU approach to integration that is built on strong regional economic groupings. In this regard, the Southern African Development Community (SADC), and the Southern African Customs Union (SACU) form the core of our regional integration strategy. We are committed to harmonizing policies and procedures to make it easier to move goods and people across borders. We are committed to become a Gateway for the world into SADC and we are committed to enable our land-locked SADC neighbours to become sea-linked Nations. We are fully committed to the SADC Industrial Policy and Implementation roadmap that was adopted in Harare in 2015. To show our committed to deeper African Integration, we have signed the tri-partite agreement that will create one of the largest free trade areas in the world and will create market access to our Namibian businesses to some 500 million people. We are committed to a fully integrated Africa and Union Government.

➔ **Foreign policy review:** In the coming year we will review our foreign policy with a view to move from the traditional foreign affairs view to international relations and cooperation. In an integrated world, there are no foreigners. Our focus will, therefore, be on relationship building and cooperation with our global friends in the context that Namibia is a child of international solidarity, a friend to all and an enemy to none.

➔ **Cross continental economic integration:** Under the auspices of SADC, we will continue to promote market access by engaging non-African regional economic groupings such as MERCOSUR, the EU and others.

CHAPTER 8 EXECUTION, MONITORING AND REPORTING

It has been said at many occasions that Namibia is good at planning, but weak when it comes to implementation. Slow implementation or in some instances lack thereof may be attributed to many factors. Some of these factors include, lack of resources, both human and financial for the work agreed upon. Others include lack of clarity, including clarity of roles, who is supposed to do what. However, in the end it all boils down to effective governance. One important factor, therefore, that restrains implementation is accountability and

Execution under Harambee will be different, because focus of implementation will be on accountability and will be linked to the overall effectiveness of Government.

transparency. Often things do not get done, because there is not sufficient accountability. That is why the very first Pillar of HPP, namely, effective Governance, is so important for the success of Harambee. It is not only the speed of implementation that matters, but also the quality of implementation, and whether we get value for money. We, therefore, have to become effective in what we are doing. It is not enough to say that one has attended to or noted a particular assignment. Here is where execution under Harambee will be different, because focus of implementation will be on effectiveness and will be linked to the overall effectiveness of Government.

Cascading of Harambee into Performance agreements of Ministries

Execution will be driven, in the first instance, through the cascading of Harambee performance indicators and targets into the performance agreements of Ministers and in turn to the lower levels in Government. To ensure that we all pull in the same direction, the OPM will meticulously verify, through pressure testing, that there is alignment between the Ministerial Annual Work Plans and the Harambee targets.

The OPM will also pressure test that targets assigned to Ministries meet the principles of being Specific, Measurable, Attainable, Realistic and Time bound [SMART]. The OPM will furthermore ensure that the bulk of activities in the performance agreements of Ministers are directed to core responsibilities. For example, the MoURD should know on an annual basis, how many plots should be serviced by when. Or the MoME should know how much electricity [in Megawatts], in which format [renewable or non renewable] should be added to the grid, where and by when. Ministers will have to account on annual basis how they have performed against assigned targets.

Finally, to reduce the occurrence of silo mentality, the OPM will ensure that there is cross-referencing of targets between Ministries in the performance agreements. For example, the MITSMED will not attain assigned targets, if there is an electricity or water constraint. Or e-governance will not succeed if there is not close collaboration between the OPM, MICT and all other Ministries and Agencies.

Regular Review of Performance Agreements and Remedial Measures

The National Planning Commission [NPC] and OPM will review progress of performance targets on a quarterly basis. OPM will review all targets and indicators agreed to in the performance assessment. Where targets are off track, remedial measures will be proposed and agreed upon to ensure that performance gets back on track in subsequent quarters. The assessment by the NPC will focus on the implementation of capital projects and in addition, to financial execution rates.

The report by the NPC will contain an independent view on whether capital projects are on track or not, that will be crosschecked with the implementing agencies. Where there are differences in opinion, the matter will be referred to the Office of the Prime Minister. Reports must be factual and evidence based. Where there is no supporting evidence projects will be deemed as being off track. Following the reviews by the OPM and the NPC, the President will have a quarterly performance discussion with each Minister. The President will visit important capital projects throughout the year.

Annual Assessments and Reporting

On an annual basis OPM and NPC will assess all Harambee performance targets. To ensure accountability, all accounting officers will participate in the assessment exercise, by submitting signed reports,

including evidence of progress. OPM will create a dedicated web portal where evidence can be uploaded for verification purposes.

After collating progress on all activities that are due in a particular year, the office of the Prime Minister, will make an assessment if completion of actions translated into the annual performance targets of the Harambee Plan. For example, following execution of certain activities such as passing of the NIDA bill, and issuance of revised incentive regime, did Namibia's competitive ratings as rated by the WEF and WB improve or not.

Where action did not lead to progress towards the attainment of Harambee goals, recommendations will be made on what additional measures should be taken in subsequent years to yield the desired outcomes. In this regard, the actions and milestones of the detailed Harambee Implementation Plan [Appendix 2] will be updated on an annual basis. Activities that were successfully completed will be removed and populated with new activities. Pillar, Sub-Pillars, Performance Indicators and overall targets will not be changed.

The President on an annual basis during the State of the Nations Address [SONA] will account to the Nation on progress made toward the overall targets of the Harambee Plan. In addition to the State of Nation Address a detailed annual report on progress will be availed to the public by the Presidency.

APPENDIX



Appendix 1: HPP High Level Action Plan

PILLAR	GOAL	HARAMBEE TARGET	CHAMPION
EFFECTIVE GOVERNANCE	Accountability and Transparency	HPP01.1: Increase in the Mo-Ibrahim sub index of accountability from 65.1 points in 2015 to 90 points by 2020	Office of the Prime Minister
		HPP01.2: Become the most transparent country in Africa as measured by Transparency International	Office of the Prime Minister
		HPP01.3: Retain position as the country with the freest press in Africa during the Harambee period	Ministry of Information Communication Technology
	Improve Performance and Service Delivery	HPP02.1: Ensure that at least 80 percent of all Performance Agreement targets are met during the Harambee period	Office of the Prime Minister
		HPP02.2: Ensure a citizen satisfaction rate of 70 percent by the end of the Harambee period	Office of the Prime Minister
ECONOMIC ADVANCEMENT	Macro-economic Stability	HPP03.1: Anchor public debt to 30 percent as a ratio of GDP by the end of the Harambee period	Ministry of Finance
		HPP03.1: Maintain an import coverage of 3 months during the Harambee period	Ministry of Finance
		HPP03.3: Maintain and improve on international credit ratings of BBB minus	Ministry of Finance
	Economic Transformation	HPP04.1: Create a minimum 5,000 new jobs in the manufacturing sector during the Harambee period	Ministry of Industrialisation, Trade and SME Development
		HPP04.2: Increase volumes of locally produced goods supplied to the public and retail sector as per Retail Charter targets	Ministry of Industrialisation, Trade and SME Development
		HPP04.3: A minimum of ten investment projects attracted through investment promotion activities, creating 1,000 jobs during the Harambee period	Ministry of Industrialisation, Trade and SME Development
		HPP04.4: Economic empowerment leading to higher inclusion of disadvantaged groups into formal economy	Office of the Prime Minister
	Youth Enterprise Development	HPP05.1: Increase access to finance by Micro, Small and Medium Enterprises from 22 percent to 50 percent by 2020	Ministry of Finance
		HPP05.2: Introduce new financial instruments to overcome hurdle of collateralised credit for startups	Ministry of Finance
		HPP05.3: Established SME Development Agency with country wide representation by 2020	Ministry of Industrialisation, Trade & SME Development
		HPP05.4: Establish one hundred and twenty one [121] rural youth enterprises countrywide, each employing between 5-10 youth	Ministry of Sports, Youth and National Service
	Economic Competitiveness	HPP06: Namibia rated as most competitive economy in Africa by 2020 as measured by World Economic Forum and World Bank	Ministry of Industrialisation, Trade and SME Development

PILLAR	GOAL	HARAMBEE TARGET	CHAMPION
SOCIAL PROGRESSION	Hunger Poverty	HPP07: Zero deaths recorded as a result of hunger during the Harambee period	Ministry of Poverty Eradication
	Residential Land delivery, Housing and Sanitation	HPP08.1: Twenty six thousand (26,000) new residential plots will be serviced country wide during the Harambee period	Ministry of Urban and Rural Development
		HPP08.2: Twenty thousand (20,000) new housing units will be constructed country wide during the Harambee period	Ministry of Urban and Rural Development
		HPP08.3: Fifty thousand rural toilets will be constructed during the Harambee period	Ministry of Urban and Rural Development
		HPP08.4: The bucket system will be eliminated by the end of 2017	Ministry of Urban and Rural Development
	Infant and Maternal Mortality	HPP09: There will be a significant reduction in infant and maternal mortality rate by 2020	Ministry of Health and Social Services
	Vocational Education Training	HPP10.1: Increase the number of VET trainers from 15,000 in 2015 to 25,000 by 2020	Ministry of Higher Education
		HPP10.2: Significantly improve the quality of VET training by 2020	Ministry of Higher Education
		HPP10.3: Improve the image of VET to become a subsector of choice by 2020	Ministry of Higher Education
	ICT INFRASTRUCTURE	Energy infrastructure	HPP11.1: There will be zero national loadshedding during the Harambee period
HPP11.2: Locally generated electricity capacity will increase from 400MW in 2015 to 600MW by 2020			Ministry of Mines and Energy
HPP11.3: All schools and health facilities will have access to electricity by 2020			Ministry of Mines and Energy
HPP11.4: Rural electrification will increase from 34 percent in 2015 to 50 percent by 2020			Ministry of Mines and Energy
Water infrastructure		HPP12.1: Increase access to water for human consumption [safe drinking water] from 50 to 100 percent by 2020	Ministry of Agriculture, Water and Forestry
		HPP12.2: Ensure sufficient water supply reserves for business activity, including industrialisation, residential land servicing and housing development during the Harambee period	Ministry of Agriculture, Water and Forestry
Transport Infrastructure		HPP13.1: Completion of the deepening and expansion of the Port of Walvis Bay to handle 1 Million TEUs per annum, by the end of the Harambee period	Ministry of Works and Transport
		HPP13.2: The bitumen roadnetwork will be expanded by 526 kilometers during the Harambee period	Ministry of Works and Transport
		HPP13.3: The national railway infrastructure will be upgraded to SADC standard by 600 kilometer by the end of the Harambee period	Ministry of Works and Transport
		HPP13.4: National air safety security will maintained during the Harambee period	Ministry of Works and Transport
ICT Infrastructure		HPP14.1: 80 per cent of the population of Namibia to be covered by broadband services by 2020	Ministry of ICT
		HPP14.2: 80 per cent Broadband connections and usage to all primary and secondary schools in Namibia to allow e-learning by 2020	Ministry of ICT
		HPP14.3: Broadband connections and usage to 70 per cent of the health facilities in Namibia to allow e-health by 2020	Ministry of ICT
		HPP14.4: 100 per cent Broadband connections and usage to all public sector agencies in Namibia to allow for e-governance by 2020	Ministry of ICT
		HPP14.4: 100 per cent coverage by digital TV and radio broadcast to all households by 2020.	Ministry of ICT

Appendix 2: Detailed Implementation Plan – Pillar 1: Effective Governance and Service

Sub-Pillar	Harambee Performance Indicators	2015 Base line	Annual Target [2016/17]	Annual Target [2017/18]	Annual Target [2018/19]
Accountability and Transparency	HPP01.1: Increase in the Mo-Ibrahim sub index of accountability from 65.1 points in 2015 to 90 points by 2020	65.1	70	75	85
	HPP01.2: Become the most transparent country in Africa as measured by Transparency International	4	3	2	1
	HPP01.3: Retain position as the country with the freest press in Africa during the Harambee period	1	1	1	1
Improved performance and service delivery	HPP02.1: Ensure that at least 80 percent of all Performance Agreement targets are met during the Harambee period	NK	80%	80%	80%
	HPP02.2: Ensure a citizen satisfaction rate of 70 percent by the end of the Harambee period	NK	50%	60%	70%

Annual Target [2019/20]	Specific actions/mile stones	Responsible Institution
90	Full implementation of the National Anti-corruption Strategy and Action Plan by 2019	OPM
1	Annual declaration of assets and income by Public Office Bearers and Civil Servants within 3 months of the new FY	OPM
1	Availability of quarterly management accounts one month after the end of each quarter by all Ministries and 2 percent deviation rule as per State Finance Act	MOF
	Availability of quarterly progress report, one month after the end of each quarter on implementation of capital projects	NPC
	Adherence to the New Procurement Act by all Office Ministries and Agencies, as from April 2016	OPM/MOF
	Availability of guidelines and regulation of the New Procurement Act by June 2016	MOF
	Appointment of key personnel to operationalise the Central Procurement Body by June 2016	MOF
	Number one in open budget in Africa by the end of the Harambee period	MOF
	Deployment of computer based procurement system by December 2016	MOF
	Establishment of a Unit to investigate concerns regarding tender allocation by September 2016	MOF
	Alignment of all SOE procurement policies to new Procurement Act by December 2016	MOPE
	Timely release of audited financial statements by all SOE, six months after the end of each financial year	MOPE
	Availability of guidelines on dissemination of public information to the public by June 2016	MICT
	Gazetting of Whistle Blowers Protection Act by September 2016	OPM
	Availability of check list for policy and law making process and strict adherence thereto	AG
	Uptime and regular (as and when the information becomes available) updates of all OMA websites	OPM
	Full operationalisation of e-governance across all OMAs by the end the Harambee period	OPM
	The MICT as the central Government agency tasked with the planning, design and implementation of all Government ICT solutions, will submit a detailed roll-out plan by July 2016	MICT
	Approved social media use policy by July 2016	MICT
	E-governance operational in piloting Ministries such as Office of the Prime Minister, Ministry of Finance; Ministry of Homes Affairs; Ministry of Health and Social Services; Ministry of Industrialisation, Trade and SME Development; Ministry of Education, Arts and Culture; Ministry of Agriculture, Water and Forestry; Ministry of Environment and Tourism; Ministry of Land Reform and the Ministry of Justice in year one of Harambee	OPM/MICT
	Annual accountability reports in addition to being published in the budget books, will be disseminated on Ministerial websites during the budget discussions	OPM/MOF
	Availability of broadband policy and implementation plan by October 2016	MICT
	Ministerial Performance Agreements will be released annually via ministerial websites one month after start of each FY	OPM
80%	All Ministerial Performance Agreements to be signed off within one month of the start of each fiscal year	OPM
70%	Performance Agreements at managerial and functional level will be signed off within one month of each fiscal year	OPM/OMAs
	All Ministerial Performance Agreements to be signed off within one month of the start of each fiscal year	OPM
	Performance Agreements will be reviewed on a quarterly basis	OPM/OMAs
	Quarterly Progress Reports to be submitted against HPP targets	OPM
	Implementation of Citizens Charters by all Ministries, throughout Harambee period	MOF
	Annual Citizen Satisfaction Surveys focusing on public sector delivery	OPM
	Conduct annual Customer Satisfaction Surveys by the private sector	NCCI
	Development of remedial action plans based on feedback from Citizen/Customer Satisfaction Survey	OPM/NCCI
	Conduct of random opinion polls on service delivery, result will be made available	OPM
	Provision of feedback boxes at all OMAs, feedback will be analyzed and made available to the public via Ministerial websites	OPM

Appendix 3: Detailed Implementation Plan – Pillar 2: Economic Advancement

Sub-Pillar	Harambee Performance Indicators	2015 Base line	Annual Target [2016/17]	Annual Target [2017/18]	Annual Target [2018/19]
Macro-economic Stability	HPP03.1: Anchor public debt to 30 percent as a ratio of GDP by the end of the Harambee period	25%	37%	35%	33%
	HPP03.1: Maintain an import coverage of 3 months during the Harambee period	3	3	3	3
	HPP03.3: Maintain and improve on international credit ratings of BBB minus as assigned by recognised rating agencies	BBB-	BBB-	BBB-	BBB-
Economic Transformation	HPP04.1: Create a minimum 8,000 new jobs in the manufacturing sector during the Harambee period	NK	1,000	2,000	2,500
	HPP04.2: Increase volumes of locally produced goods supplied to the public and retail sector as per Retail Charter targets	NK	See the Retail Charter		
	HPP04.3: A minimum of ten investment projects attracted through investment promotion activities, creating 1,000 jobs during the Harambee period	NK	2	2	3
	HPP04.4: Economic empowerment leading to higher inclusion of disadvantaged groups into formal economy	NK	See NEEEF when finalised		



Annual Target [2019/20]	Specific actions/mile stones	Responsible Line Ministry
30%	Determination of savings targets for bulk procurement of materials and supplies by October 2016	MOF
3	Approval of measures to contain escalation of the Government wage bill before end of year one of HPP	OPM
BBB-	Availability of expenditure review reports aimed at re-prioritizing expenditure	MOF/NPC
	Establishment and operationalization of Independent Revenue Authority during year 1 of HPP	MOF
	Approved proposals on how to broaden the tax base by October 2016	MOF
	Establishment of tax supervision committee to oversee collection and deployment of redistributive tax measures	MOF
	Full operationalization of the Integrated Tax Administration System [ITAS] in year two of HPP	MOF
	Upgraded and maintained Integrated Financial Management System [IFMS] in year two of HPP	MOF
	Approval of PPP Bill by National Assembly by December 2016	MOF
	Availability of proposals of how to better leverage the assets of SOEs to reduce the financial burden on the National Budget by June 2016	MOPE
2,500	The first phase of upgrading the Kavango Cattle Ranch to include fodder production and tourism, will commence in Q3 2017	MITSMED
	Northern Tannery Plant will be revived and upgraded in the first year of Harambee	MITSMED
3	The Karibib Gemstone Centre will commence production during Q4 of year one of Harambee	MITSMED
	The NIDA Bill will be passed before the end of September 2016 and the entity will be fully operationalised within year two of Harambee	MITSMED
	Implementation of the Retail Charter. Annual Progress Reports on targets will be prepared and released to the public	MITSMED
	The Equipment Aid Scheme will be revived before end Q1 in year one of Harambee. 180 beneficiaries will be targeted in the first year of Harambee and increase thereafter to reach a total 800 beneficiaries during the Harambee period.	MITSMED
	Construction of a pharmaceutical plant, with the assistance of Cuban experts, will start in Q3 of year two of Harambee	MITSMED
	First production of pharmaceuticals for the local market will be available by the end of 2018 [year two of Harambee]	MITSMED
	The Keetmanshoop Furniture Factory will be constructed in year 1 of Harambee	MITSMED
	Fifteen hectares of industrial plots will be serviced in Brakwater during the first year of Harambee	MITSMED
	Four hundred hectare logistics hub will be initiated in Walvis Bay during the first year of Harambee	MITSMED
	Eight industrial parks/SME zones will be initiated countrywide during the Harambee period [2 per year]	MITSMED
	Ongwediva Garment Factory will be completed in year one of Harambee	MITSMED
	Construction of the Otjiwarongo Garment Factory will commence in year one of Harambee	MITSMED
	Proposals for non-collateralised lending solutions for SMEs by December 2016	MOF
	Approval of broad-based economic empowerment legislation by December 2016	OPM
	Proposal for housing support from its members by December 2016	NCCI
	Adjustment of NCCI member procurement policies to favour local SMEs and local content by December 2016	NCCI
	Proposal for mentorship of SMEs by September 2016, for implementation from year two onwards	NCCI
	Promulgation of the new Land Reform Act before December 2016	MoLR
	Increased budgetary provision to purchase land and resettle landless Namibians, throughout HPP	MoLR
	Hosting of the second Land Conference before December 2016, to take stock of what happened since the first Land Conference	MoLR
	Provision of support for the establishment of local production capacity [downstream inputs and supplies] in targeted industries, throughout HPP	MITSMED
	Continuous upgrade, modernization and expansion of industrial and SME infrastructure, throughout HPP	MITSMED

Appendix 3 cont.: Detailed Implementation Plan – Pillar 2: Economic Advancement

Youth Enterprise Development	HPP05.1: Increase access to finance by Micro, Small and Medium Enterprises from 22 percent to 50 percent by 2020	22%	25%	30%	40%
	HPP05.2: Introduce new financial instruments to overcome hurdle of collateralised credit for startups	0			
	HPP05.3: Establish SME Development Agency with country wide representation by 2020	0	0	4	5
	HPP05.4: Establish one hundred and twenty one [121] rural youth enterprises countrywide, each employing between 5-10 youth	0	10	20	40
Economic Competitiveness	HPP06: Namibia rated as most competitive economy in Africa by 2020 as measured by World Economic Forum and World Bank	5	4	3	2



50%	The MSME Policy will be approved and launched in the first year of Harambee	MITSMED
	Release of Youth Entrepreneurship Policy by December 2016	MITSMED
5	Approval of Youth Enterprise Development Fund by December 2016 for implementation in subsequent years of HPP	MOF
51	Availability of modalities for the Financial Sector Strategy and SME Financing Strategy including: Venture Capital Fund and Challenge Fund by December 2016	MOF
	Reintroduction of revised Credit Guarantee Scheme for MSMEs to be hosted at SME Bank in second year of HPP [under Financial Sector Strategy]	MOF
	Implementation of SME Financing Strategy in year two of Harambee [establishment of Venture Capital Fund, Challenge Fund and Credit Guarantee Scheme]	MOF
	Availability of impact evaluation framework to assess impact of youth development financing by December 2016	MOF/MITSMED
	Institutional design of SME Development Agency to be completed in year one of Harambee	MITSMED
	Establishment and operationalisation of SME Development Agency with countrywide representation from year two of Harambee	MITSMED
	Availability of information database system to record MSME and youth-owned MSME data during the HPP period	MITSMED
1	The Investment Act will signed into Law by July 2016 and new Investment Incentives will be gazetted by September 2016	MITSMED
	The BIPA Act will be signed in to law and BIPA will be fully operational before the end of the first year of Harambee	MITSMED
	The online system for business registration at BIPA to be fully operational by December 2016	MITSMED
	The National Single Window to facilitate trade will be established before the end of year two Harambee	MITSMED
	Approved streamlined system for granting of work visas for scarce skills [with NCCI representation] by year one of Harambee	MoHAI/ MITSMED
	Servicing of 415 hectares of industrial land in Windhoek and Walvis Bay by 2019	MITSMED/ MoURD
	Reduction of the number of days it takes to register a property from 52 days to 25 days by the end of HPP	MoLR
	Establishment of a Productivity Centre in year three of Harambee	MoLIREC
	Regular structured Public Private Sector dialogue, twice a year during HPP period	OP/NCCI

Appendix 4: Detailed Implementation Plan – Pillar 3: Social Progression

Sub pillars	Harambee Performance Indicator	2015 Baseline	Annual Target [2016/17]	Annual Target [2017/18]
Hunger Poverty	HPP07: Zero deaths recorded as a result of hunger during the Harambee period	NK	Zero	Zero
Residential Land Servicing, Housing and Sanitation	HPP08.1: Twenty six thousand (26,000) new residential plots will be serviced country wide during the Harambee period		5,000	5,000
	HPP08.2: Twenty thousand (20,000) new housing units will be constructed country wide during the Harambee period		6,000	6,000
	HPP08.3: Thirty thousand rural toilets will be constructed during the Harambee period		5,000	10,000
	HPP08.4: The bucket system will be eliminated by the end of 2017		Zero	Zero
Infant and Maternal Mortality	HPP09: There will be a significant reduction in infant and maternal mortality rate by 2020			
Vocational Skills Development	HPP10.1: Increase the number of VET trainers from 15,000 in 2015 to 25,000 by 2020	15,000	16,000	18,000
	HPP10.2: Significantly improve the quality of VET training by 2020			
	HPP10.3: Improve the image of VET to become a subsector of choice by 2020			



Annual Target [2018/19]	Annual Target [2019/20]	Specific actions/mile stones	Responsible Line Ministry
Zero	Zero	Ongoing drought relief [food distribution and water] provision to affected households	OPM
		Implementation of Poverty Blueprint throughout the Harambee period	MoPESW
		Opening of Windhoek based Food Bank by June 2016	MoPESW
		Opening of six additional Food Banks countrywide by 2020, two each year during the Harambee period	MoPESW
		Approval of revised subsidies and extension support services for small farmers by October 2016	MoAWF
		Expansion of Green Schemes along approved national targets throughout the Harambee period	MoAWF
		Incorporation of maize triangle in national Green Scheme and approved incentive by October 2016	MoAWF
		Approved debushing strategy for increased grazing land and crop production by October 2016	MoAWF
		Establishment of fertility mixer plant to make fertilizers available at affordable prices by year two of Harambee	MoAWF
		Administration of targeted social safety nets throughout the Harambee period	MoPESW
		Increase of Old Age Social Grant to N\$1,100 by June 2016 and to N\$1,200 by June 2017	MoPESW
		Reintroduction of Food for Work Programme in year two of Harambee	MoPESW
		Improved coverage of Foster Care Grant, gradually throughout the Harambee period	MoPESW
		Improved coverage of School Feeding Programme, gradually throughout the Harambee period	MoPESW
5,000	5,000	Implementation of the Massive Urban Land Servicing programme throughout HPP	MoURD
7,000	7,000	Subsidisation of qualifying local authorities to expedite urban land servicing	MoURD
15,000	20,000	Resumption of the Mass Housing Initiative from April 2016	MoURD
Zero	Zero	Introduction of special housing solutions for civil servants, uniformed personnel, teachers, nurses and doctors	GIPF
		Introduction of houses for mine workers	Chamber of Mines
		Banking sector support to Shack Dwellers Federation to enable construction of 500 houses per annum	NCCI/Shack Dwellers
		Construction of 50,000 rural toilets by unemployed rural youth	MoURD
		Establishment of revolving fund for house financing for low income earners. Modalities to be ready by December 2016 and implementation in subsequent years during the Harambee period	MOF
		Pre-allocation of unserviced land at minimal fee by participating municipalities	Municipalities
		Deployment of community health workers and midwives to identify mothers at risk and assist with home births	MoHSS
		Provision of critical equipment to all hospitals delivering babies	MoHSS
		Introduction of quality ultrasound training countrywide during the Harambee period	MoHSS
		Provision of essential drugs and monitoring equipment, in case of diabetic pregnancies	MoHSS
		Initiation of rapid recruitment to ensure minimum qualified staff at each maternal hospital	MoHSS
		Establishment of a dedicated maternal / neonatal transport system by December 2016	MoHSS
		Rapid construction of maternity waiting areas for mothers in waiting from remote rural areas	MoHSS
20,000	25,000	Expansion of VET to have footprint of Vocational Skills Development Centres [VSDC] in all 14 regions by 2020	MoHETI
		Refurbishment of existing building in Kunene region to be used as VTC in year one of Harambee	MoHETI
		Establishment of VTC in Nkurenkuru in year two of Harambee	MoHETI
		Establishment of VTC in Omuthiya in year three of Harambee	MoHETI
		Recognition of prior learning: two thousand candidates to be certified countrywide	NTA
		Development of National Policy for VET practitioners, assessors, moderators, verifiers and instructional designers by year two of Harambee	NTA
		Compulsory industry attachment for all VET trainees by end of the Harambee period	NTA
		Introduction of VET apprenticeship programme in year one of Harambee	NTA
		Introduction of financial schemes to assist qualifying VET graduates to startup their own business in year three of Harambee	NTA

Appendix 5: Detailed Implementation Plan – Pillar 4: Infrastructure Development

Sub-Pillar	Key performance indicator	2015 Base line	Annual Target [2016/17]	Annual Target [2017/18]
Energy	HPP11.1: There will be zero national loadshedding during the Harambee period	130MW	250MW	250MW
	HPP11.2: Locally generated electricity capacity will increase from 400MW in 2015 to 600MW by 2020	400	40	150
	HPP11.3: All schools and health facilities will have access to electricity by 2020	1370	66	76
	HPP11.4: Rural electrification will increase from 34 percent in 2015 to 50 percent by 2020	34%	36%	40%
Water	HPP12.1: Increase access to water for human consumption [safe drinking water] from 50 to 100 percent by 2020	50%	70%	90%
	HPP12.2: Ensure sufficient water supply reserves for business activity, including industrialisation, residential land servicing and housing development during the Harambee period			
Transport	HPP13.1: Completion of the deepening and expansion of the Port of Walvis Bay to handle 1 Million TEUs per annum, by the end of the Harambee period			
	HPP13.2: The bitumen road network will be expanded by 526 kilometers during the Harambee period	10	106km	190km
	HPP13.3: The national railway infrastructure will be upgraded to SADC standard by 600 kilometer by the end of the Harambee period	0	40km	150km
	HPP13.4: National air safety security will maintained during the Harambee period			



Annual Target [2018/19]	Annual Target [2019/20]	Specific actions/mile stones	Responsible Line Ministry
250MW	250MW	Finalization of National Integrated Resource Plan [NIRP] before June 2016	MoME
55	44	Finalization of a modified single buyer model before June 2016	MoME
64	51	Commissioning of 70MW solar energy in year one of Harambee	MoME
45%	50%	310 schools and health facilities electrified by end of the Harambee period	MoME
		Commissioning of 55MW of solar energy in year three of Harambee	MoME
		Commissioning of 44MW wind energy in year four of Harambee	MoME
		Commissioning of temporary 120MW diesel generation plant in year one of Harambee	MoME
		Secure 300MW standby arrangement with South Africa, signed off and agreed by June 2016	MoME
		Ongoing demand side measured throughout the Harambee period	MoME
100%		Complete investigation on the newly discovered groundwater resources to augment water supply in northern, eastern and coastal areas by year two Harambee	MoAWF
		Implement the Windhoek managed aquifer recharge	MoAWF
		Acquire water desalination plant to supply water to Mines at the Coast in year one of Harambee or construct desalination capacity in year two of Harambee	MoAWF
		Complete Neckartal Dam by year one of Harambee	MoAWF
		Provide incentives to bring industrial sites closer to water resources	MoAWF
			MoAWF
		Complete the deepening and expansion of the Port of Walvis Bay by year two of Harambee	MoWT
182km		Upgrade the Walvis Bay-Kranberg-Tsumeb section of the rail network to SADC standard by end of the Harambee period	MoWT
200km		Upgrade of the Sandverhaar-Buchholzbrunn rail connection by year two of Harambee	MoWT
		Introduction of commuter train service between Windhoek Central and Katutura. Work will start during Harambee period, but will only be fully completed beyond 2020	MoWT
		Introduction of commuter train service between Windhoek and Rehoboth. Work will start during Harambee period, but will only be fully completed beyond 2020	MoWT
		Upgrade of the Windhoek-Okahandja road to dual carriage will be completed by 2019	MoWT
		Upgrade of the Windhoek-Hosea Kutako International Airport road to dual carriage by 2019	MoWT
		Upgrade of the Omuthiya-Ongwediva road to dual carriage. Work will start during Harambee period, but will only be fully completed after 2020	MoWT
		Upgrade of the Karibib-Usakos-Swakopmund road to a two plus one cross section road, by end of the Harambee period	MoWT
		Upgrade of the Swakopmund-Walvis Bay road to dual carriage by 2019	MoWT
		Upgrade of the Swakopmund-Hentiesbay-Kamanjab road to bitumen standard. Work on this road will go beyond the Harambee period.	MoWT
		Completion of the extension of the Port of Walvis Bay by year two of Harambee	MoWT
		Upgrade of the Hosea Kutako International Airport (HKIA) and runway to a Category 4F Aerodrome classification as per the International Civil Aviation Organization (ICAO) standards. Work will start during Harambee period, but will only be fully completed beyond 2020	MoWT
		Rehabilitation of the Eros runway and completion of the VIP Terminal. Work will start during Harambee period, but will only be fully completed beyond 2020	MoWT
		Upgrade of the Mpacha airport runway. Work will start during Harambee period, but will only be fully completed beyond 2020	MoWT

Appendix 5 contd.: Detailed Implementation Plan – Pillar 4: Infrastructure Development

ICT	HPP14.1: 80 percent of the population of Namibia to be covered by broadband services by 2020				
	HPP14.2: 80 percent Broadband connections and usage to all primary and secondary schools in Namibia to allow e-learning by 2020				
	HPP14.3: Broadband connections and usage to 70 percent of the health facilities in Namibia to allow e-health by 2020				
	HPP14.4: 100 percent Broadband connections and usage to all public sector agencies in Namibia to allow for e-governance by 2020				
	HPP14.5: 100 percent coverage by digital TV and radio broadcast to all households by 2020.				



	Approved Broadband Policy by September 2016	MICT
	Approved Electronic Transactions and Cyber Crime Bill by September 2016	MICT
	Approved Infrastructure sharing guidelines by September 2016	MICT
	Approved open access guidelines by September 2016	MICT
	Approved Universal Access Regulations and Guidelines	MICT
	Establishment of a framework for software development costs sharing by year two of Harambee	MICT
	Establishment of a framework for collaboration in e-services delivery across all sectors of the economy by year two of Harambee	MICT
	Provision of means for access to public information/data and enact freedom of information laws by year two of Harambee	MICT
	Implementation of e-education, e-health, e-agriculture, e-transport, e-mining by year two of Harambee	MICT
	Establishment of a Computer Emergency Response Team (CERT) by February 2017	MICT
	Establishment of a standardized O&M centre for broadband by February 2017	MICT

HARAMBEE PROSPERITY PLAN

4 PILLARS

14 GOALS

41 TARGETS

EFFECTIVE GOVERNANCE 5 targets				ECONOMIC ADVANCEMENT 12 targets											
Accountability & Transparency		Improve Performance & Service Delivery		Macro-Economic Stability	Economic Transformation	Youth Enterprise Development	Economic Competitiveness								
1	Increase in the Mo-Ibrahim sub index of accountability from 65.1 points in 2015 to 90 points by 2020	3	Retain position as the freest press in Africa during the Harambee period	4	Ensure that atleast 80 percent of targets assigned are met during the Harambee period	5	Ensure a citizen satisfaction rate of 70 percent by the end of the Harambee period	1	Anchor public debt to 30 percent as a ratio of GDP by the end of Harambee period	4	Create minimally 10,000 new jobs in the manufacturing sector during the Harambee period	8	Increase access to finance by Micro, Small and Medium Enterprises from 22 percent to 50 percent by 2020	12	Namibia rated as most competitive economy in Africa by 2020 as measured by World Economic Forum and World Bank
2	Become the most transparent country in Africa as measured by Transparency International			2	Maintain an import coverage of 3 months during the Harambee period	5	Increase volumes of locally produced goods supplied to the public and retail sector as per Retail Charter targets	9	Introduce new financial instruments to overcome hurdle of collateralised credit for startups						
				3	Maintain and improve on international credit ratings of BBB minus	6	Minimum of ten investment projects attracted through investment promotion activities, creating 1,000 jobs during the Harambee period	10	Established SME Development Agency with country wide representation by 2020						
						7	Economic empowerment leading to higher inclusion of disadvantaged groups into formal economy	11	Establish one hundred and twenty one [121] rural youth enterprises countrywide, each employing between 5-10 youth						

ONE NAMIBIA, ONE NATION

CONSOLIDATING PEACE, STABILITY & PROSPERITY

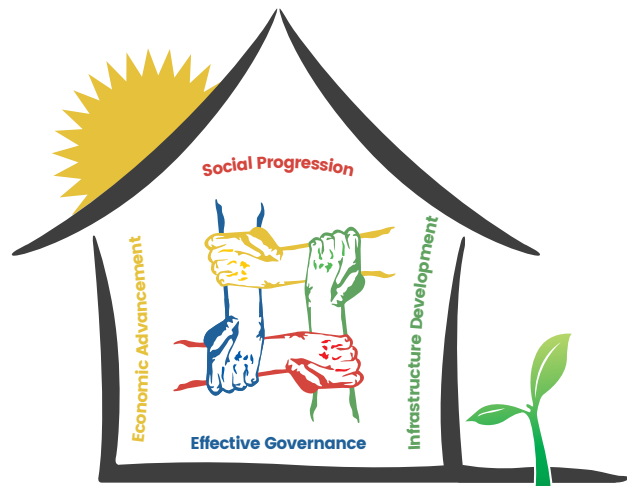
SOCIAL PROGRESSION

9 targets

INFRASTRUCTURE DEVELOPMENT

15 targets

SOCIAL PROGRESSION				INFRASTRUCTURE DEVELOPMENT			
Hunger Poverty	Residential Land Delivery, Housing & Sanitation	Infant & Maternal Mortality	Vocational Education Training	Energy Infrastructure	Water Infrastructure	Transport Infrastructure	ICT Infrastructure
<p>1</p> <p>Zero deaths recorded as a result of hunger during the Harambee period</p>	<p>2</p> <p>Twenty six thousand new residential plots will be serviced country wide during the Harambee period</p>	<p>6</p> <p>There will be a significant reduction in infant and maternal mortality rate by 2010</p>	<p>7</p> <p>Increase the number of VET trainers from 15,000 in 2015 to 25,000 by 2020</p>	<p>1</p> <p>There will be zero national loadshedding during the Harambee period</p>	<p>4</p> <p>Increase access to water for human consumption [safe drinking water] from 50 to 100 percent by 2020</p>	<p>6</p> <p>Completion of the deepening and expansion of the Port of Walvis Bay to handle 1 Million TEUs per annum, by the end of the Harambee period</p>	<p>10</p> <p>80 percent of the population of Namibia to be covered by broadband services by 2020</p>
	<p>3</p> <p>Twenty thousand new housing units will be constructed country wide during the Harambee period</p>		<p>8</p> <p>Significantly improve the quality of VET training by 2020</p>	<p>2</p> <p>Locally generated electricity capacity will increase from 400MW in 2015 to 600MW by 2020</p>	<p>5</p> <p>Ensure sufficient water supply reserves for business activity, including industrialisation, residential land servicing and housing development during the Harambee period</p>	<p>7</p> <p>The bitumen roadnetwork will be expanded by 526 kilometer during the Harambee period</p>	<p>11</p> <p>80 percent Broadband connections and usage to all primary and tertiary schools in Namibia to allow e-learning by 2020</p>
	<p>4</p> <p>Fifty thousand rural toilets will be constructed during the Harambee period</p>		<p>9</p> <p>Improve the image of VET to become a subsector of choice by 2020</p>	<p>3</p> <p>All schools and health facilities will have access to electricity by 2020</p>		<p>8</p> <p>The national railway infrastructure will be upgraded to SADC standard by 612 kilometer by the end of the Harambee period</p>	<p>12</p> <p>Broadband connections and usage to 70 percent of the health facilities in Namibia to allow e-health by 2020</p>
	<p>5</p> <p>The bucket system will be eliminated by the end of 2017</p>			<p>4</p> <p>Rural electrification will increase from 34 percent in 2015 to 50 percent by 2020</p>		<p>9</p> <p>National air safety security will maintained during the Harambee period</p>	<p>13</p> <p>100 per cent Broadband connections and usage to all public sector agencies in Namibia to allow for e-governance by 2020</p>
							<p>14</p> <p>100 per cent coverage by digital TV and radio broadcast to all households by 2020.</p>



Harambee



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