



REPUBLIC OF NAMIBIA

MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY

STRATEGIC PLAN 2025 – 2030



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ACRONYMS AND ABBREVIATIONS

ATI	Access to Information
CAP	Community Access Point
CRAN	Communications Regulatory Authority of Namibia
FDI	Foreign Direct Investment
GCS	Government Communication Service
GIC	Government Information Centre
GRN	Government of the Republic of Namibia
ICT	Information Communication Technology
ISP	Internet Service Provider
IT	Information Technology
IXP	Internet Exchange Point
KBPS	Kilobits per second
KM	Kilometres
KPI	Key Performance Indicators
LAN	Local Area Network
MBPS	Megabits per second
MHz	Mega (million) Hertz (cycles/second)
MICT	Ministry of Information and Communication Technology
MTC	Mobile Telecommunications Limited
NAMPA	Namibia Press Agency
NAMPOST	Namibia Post Limited
NBC	Namibian Broadcasting Corporation
NBP	National Broadband Policy
NCIRT	National Computer Incidence Response Team
NCS	National Cybersecurity Strategy
NDP	National Development Plan
NEPC	New Era Publications Corporation
NFC	Namibia Film Commission
NGO	Non-Government Organisation
NPTH	Namibia Post and Telecommunications Holdings
O/M/A	Offices, Ministries and Agencies
PPP	Public Private Partnerships

PPS	Payment Processing Systems (online)
RC	Regional Councils
RICTC	Rural Information Communication Technology Centres
SME	Small and Medium-Sized Enterprise
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TN	Telecom Namibia
UPS	Uninterruptible Power Supply
VOIP	Voice Over Internet Protocol
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

DEFINITIONS OF CONCEPTS AND TERMINOLOGIES

Access to Information (ATI): The right of individuals to obtain and use information held by public or private entities.

Broadband: High-speed internet access that is always on and faster than traditional dial-up connections.

Community Access Points (CAPs): Public facilities providing internet and ICT services to promote digital inclusion.

Cybersecurity: Measures to protect systems, networks and data from cyber threats.

Data Protection: Legal safeguards to ensure personal data privacy and secure handling.

Digital Economy: Economic activities driven by digital technologies and ICT-based innovations.

Digital Government: The use of ICT to improve government service delivery and promote transparency.

Digital Literacy: The ability to effectively use ICT tools and applications.

Digital Society: A community where daily activities and interactions are integrated with digital technology.

ICT Infrastructure: Physical and digital technologies supporting communication and internet connectivity.

Interoperability: The ability of different ICT systems to communicate and work together effectively.

Public-Private Partnership (PPP): A collaborative agreement between government and private entities to achieve common goals.

Universal Access: Ensuring that all citizens have access to ICT services regardless of location.

FOREWORD



It is with great pride and commitment that I present the Strategic Plan for the Ministry of Information and Communication Technology (MICT), a guiding framework that outlines our vision, mission and strategic priorities in shaping Namibia's digital transformation. As we navigate an era defined by rapid technological advancements, it is imperative that we position ICT as a fundamental enabler of economic growth, social development and governance. This plan serves as a roadmap to ensure that Namibia fully harnesses the power of technology to create a more inclusive, innovative and resilient society.

The role of ICT in national development cannot be overstated. From driving economic diversification and improving public service delivery to enhancing access to information and bridging the digital divide, technology is at the heart of modern progress. As a Ministry, we are committed to building a robust and inclusive digital ecosystem that empowers citizens, businesses and government institutions. This strategic plan is a testament to our dedication to leveraging ICT as a tool for sustainable development and a knowledge-based economy.

This plan was developed through extensive consultations with key stakeholders, including government agencies, industry leaders, academia, development partners and civil society organisations. It is the result of collective insights and a shared vision for a digitally advanced Namibia. The document outlines strategic objectives and action plans that will guide our efforts over the next five years, including Expanding ICT Infrastructure and Connectivity; Enhancing Digital Literacy and Skills Development; Promoting Innovation and Entrepreneurship in the ICT Sector and Enhancing Cybersecurity and Data Protection.

This Strategic Plan is not just a document; it is a call to action. It demands collective effort, strategic partnerships and unwavering commitment to implementation. I extend my sincere appreciation to all individuals and organisations that contributed to the development of this plan. Your insights, expertise and dedication have been invaluable in shaping a vision that will drive Namibia's digital future.

As we embark on this journey, I urge all stakeholders -- including government entities, the private sector, academia, civil society and international partners, to actively engage in the execution of this plan. Together, we can unlock the full potential of ICT to transform Namibia into a digitally empowered nation, where technology serves as a bridge to opportunity, inclusion and prosperity for all.

Emma Theofelus, MP

Minister

ACKNOWLEDGEMENT



The Ministry of Information and Communication Technology (MICT) Strategic Plan 2025-2030 represents a significant step toward achieving Namibia's vision of becoming a dynamic, digitally inclusive and information-driven society. This plan is crafted with the understanding that information and communication technologies (ICTs) are at the heart of economic growth, social development and good governance in today's global landscape.

In alignment with Vision 2030, the National Development Plans (NDPs) and international frameworks like the Sustainable Development Goals (SDGs), this strategy outlines a roadmap for harnessing digital transformation to empower citizens, strengthen governance and drive sustainable development. Guided by four thematic areas: Digital Society, Digital Economy, Digital Infrastructure and Digital Government, the plan identifies priority actions, key performance indicators and innovative solutions aimed at fostering inclusive growth and enhancing Namibia's global competitiveness.

This document is the result of extensive consultations with key stakeholders, including public enterprises, private sector partners, civil society and the general public. Their invaluable contributions have shaped a strategic direction that reflects a collective vision for Namibia's ICT future.

We would also like to extend our appreciation to our stakeholders, including government Offices, Ministries and Agencies, industry partners and the public, for their valuable input and feedback throughout the planning process. Your insights and perspectives have been invaluable in ensuring that the Strategic Plan reflects the needs and priorities of all stakeholders.

We would also like to thank all the individuals who have provided their time, expertise and resources to support the implementation of the Strategic Plan. Your dedication and collaboration are essential to the success of our efforts to harness the power of information and communication technology for the benefit of all.

In conclusion, we are truly grateful for the collective effort and collaboration that have gone into the development of this strategic plan. We are confident that with the continued support and commitment of all stakeholders, we will be able to achieve our goals and realise the full potential of the Ministry of Information and Communication Technology.

Linda Nakale

Executive Director

EXECUTIVE SUMMARY

The Ministry of Information and Communication Technology (MICT) Strategic Plan 2025-2030 outlines a visionary approach to leveraging ICT as a catalyst for Namibia's socio-economic transformation. This five-year strategic plan is firmly rooted in national policy frameworks such as Vision 2030 and National Development Plan 6 (NDP 6) while aligning with international commitments like the Sustainable Development Goals (SDGs). The plan serves as a roadmap for advancing digital inclusion, fostering innovation, and enhancing service delivery across Namibia, ultimately positioning the nation as a digitally empowered and competitive society.

This strategic plan is structured around four key thematic areas:

Digital Society

This pillar emphasises the importance of fostering a digitally literate and empowered citizenry. The strategy focuses on expanding ICT literacy programs, integrating technology into education, and establishing Community Access Points (CAPs) to bridge the urban-rural digital divide. Recognising the centrality of digital skills for economic and social inclusion, MICT aims to create an environment where every citizen can participate meaningfully in the digital economy. Modern legislative frameworks are essential for fostering innovation, protecting data privacy, and ensuring cybersecurity. This pillar emphasizes policy reforms to create an enabling environment for the digital economy and society.

Key initiatives under this pillar include:

- Promoting ICT literacy from primary education through lifelong learning;
- Establishing CAPs in underserved regions to provide affordable internet and digital resources;
- Enhancing public access to digital content and information services;
- Finalising and implementing the Data Protection and Cybersecurity Acts;
- Strengthening the regulatory framework for ICT service providers; and
- Promoting digital rights and the right to access information.

Digital Economy

The digital economy pillar seeks to position Namibia as a hub for technological innovation and economic growth. By promoting entrepreneurship, attracting investment and enabling a conducive environment for ICT-driven industries, the plan aims to enhance productivity and create jobs in key sectors.

Strategic priorities include:

- Supporting start-ups and innovation hubs focused on fintech, agritech and edtech;
- Expanding the use of electronic payments and financial technology to enhance financial inclusion; and
- Strengthening public-private partnerships to foster investment in ICT infrastructure and services.

Digital Infrastructure

Robust and secure digital infrastructure is the backbone of Namibia's digital transformation. MICT prioritises investments in expanding broadband connectivity, developing a national data centre and enhancing cybersecurity frameworks to safeguard critical information systems.

Key actions include:

- Expanding broadband penetration to reach 100% population coverage by 2030;
- Establishing a Common Use Radio Access Network (RAN) Company to promote infrastructure sharing; and
- Constructing a national data centre to improve data sovereignty and secure storage.

Digital Government

The digital government theme focuses on modernising public service delivery through technology.

MICT envisions a more efficient, transparent and citizen-centred government, with seamless access to e-services.

Key objectives include:

- Developing a one-stop service portal for government services;
- Enhancing interoperability between government systems to reduce duplication and improve efficiency; and
- Implementing data-driven policies to improve decision-making and service responsiveness.

Cross-Cutting Themes

The plan integrates cross-cutting themes such as gender inclusion, youth empowerment and sustainable development. It also highlights the need for continuous capacity building and leadership development within MICT to drive effective implementation.

Stakeholder Collaboration

Recognising that ICT transformation requires collective effort, the strategy emphasises partnerships with government agencies, the private sector, civil society and international partners. Collaborative governance models will ensure that digital infrastructure, skills and services reach all corners of Namibia, leaving no one behind.

Implementation and Monitoring

The strategic plan outlines a robust framework for implementation, with clear Key Performance Indicators (KPIs) to track progress. A dedicated governance structure will oversee execution, ensuring accountability, transparency and continuous improvement.

In conclusion, the MICT Strategic Plan 2025-2030 represents a bold step toward building a connected, innovative and inclusive Namibia. By investing in digital infrastructure, enhancing digital skills and fostering a culture of innovation, MICT is committed to transforming Namibia into a competitive, knowledge-driven society. This strategic vision not only supports economic growth and governance but also empowers citizens to thrive in a dynamic digital world.

1. INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND

The Ministry of Information and Communication Technology (MICT) Strategic Plan 2025-2030 represents a significant step toward achieving Namibia's vision of becoming a dynamic, digitally inclusive and information-driven society. This plan is crafted with the understanding that information and communication technologies (ICTs) are at the heart of economic growth, social development and good governance in today's global landscape.

In alignment with Vision 2030, the National Development Plans (NDPs) and international frameworks like the Sustainable Development Goals (SDGs), this strategy outlines a roadmap for harnessing digital transformation to empower citizens, strengthen governance and drive sustainable development. Guided by four thematic areas: Digital Society, Digital Economy, Digital Infrastructure and Digital Government, the plan identifies priority actions, key performance indicators and innovative solutions aimed at fostering inclusive growth and enhancing Namibia's global competitiveness.

This document is the result of extensive consultations with key stakeholders, including public enterprises, private sector partners, civil society and the general public. Their invaluable contributions have shaped a strategic direction that reflects a collective vision for Namibia's ICT future.

We are confident that this plan will provide a solid foundation for collaborative efforts, improved service delivery and equitable access to information and technology. As we embark on this transformative journey, we call on all stakeholders to work together in implementing the initiatives outlined in this strategic plan to realise a connected and prosperous Namibia.

1.2 THE PURPOSE OF THE STRATEGIC PLAN

The Strategic Plan serves as a roadmap for the MICT detailing the Ministry's vision for its future, setting long-term goals and outlining carefully thought strategies on how these can be realised. In essence, this plan serves as a conduit to translate the Ministry's goals to all staff and stakeholders into actionable steps.

With this Plan, it becomes clear how MICT intends to transform the current Information and Communication Technology trajectory to a desirable future, using its allocated resources optimally and working smartly to help propel the Government achieve Vision 2030, National Development Plan Six and the Sustainable Development Goals. This Plan was developed through a rigorous stakeholder consultation process and is aligned to key national development priorities. To ensure effectiveness in its implementation, the Strategic Plan will be cascaded into Annual Plans highlighting important deliverables over a period of 12 months for the next five years. Once this is done, all MICT staff will be required to develop Performance Agreements committing themselves to achieving the set objectives, with performance review conducted on a quarterly basis. Central to the Plan is to develop a renewed Ministerial operating model that seeks to accelerate service delivery in a *'business unusual'* manner.

1.3 MAJOR ACHIEVEMENTS AS PER THE PREVIOUS STRATEGIC PLAN

During the implementation of the previous Strategic Plan, the Ministry of Information and Communication Technology made notable strides in its quest to deliver on its mandate. These include:

- The telecommunication sector expanded its fixed and mobile broadband networks by establishing several new sites across the country. Most sites were upgraded from 2G to 3G and from 3G to 4G allowing users access to meaningful download and upload speed as provided for in the National Broadband Policy;
- The Ministry of ICT developed the Guidelines concerning applications for Environmental Clearance Certificates for the construction of communication networks including towers, telecommunication and marine telecommunication lines and cables which are being implemented;

- Number licences were awarded to Paratus Telecommunications Proprietary Limited ((Pty) Ltd) and Mobile Telecommunication Network (MTN) Business Solutions (Namibia) (Pty) Ltd increasing the choice of consumers in selecting services. This will enable mobile subscribers to use their numbers on different local networks, without additional costs;
- The Universal Access and Service (UAS) Policy was approved and its Regulations were developed and gazetted. The aim is for all Namibians, especially those in under- and un-served regions to access internet and ICT services through the Universal Access Service Fund (UASF), which has been operationalised;
- The Electronic Transactions Act which aims to effectively regulate digital operations and transactions has been enacted and its Council established;
- The National Broadband Policy and its Implementation Action Plan has been approved and is being implemented;
- The National Digital Strategy and the National Emergency Telecommunication Plan were approved for implementation;
- The Waste Electronic and Electrical Policy and its Implementation Action Plan have been approved and handed over to the Ministry of Environment, Environment and Tourism for implementation;
- The Namibia Cyber Security Incident Response Team (NAM-CSIRT) team is established to contribute to the security and stability of critical infrastructure;
- The Cyber Security Strategy and awareness Plan has been developed and is being implemented;
- Namibia, through MICT and in partnership with the United Nations Educational, Scientific and Cultural Organisation (UNESCO), in May 2021 successfully hosted the World Press Freedom Day 2021 global conference under the theme: "Information as a Public Good," which coincided with the 30th anniversary of the Windhoek Declaration. The conference resulted in the adoption of the Windhoek +30 Declaration, which was later endorsed by the 41st UNESCO General Conference in November 2021 in Paris, France;
- The Access to Information legislation, (Access to Information Act, Act 8 of 2022) was passed by Parliament and enacted into law in December 2022;
- The Ministry drafted and rolled-out the Government Communication Strategy (GCS). The GCS acts as a blueprint for standardised service delivery tools in the public sector to enable the Government to deliver world-class public service communication, which supports the Government's priorities efficiently and effectively;
- To enhance citizen participation and engagement in GRN policies and programmes, the Ministry reviewed and developed the new five (5) year Nationhood and National Pride Programme National Strategic Framework and its Implementation Plan (2020 / 2025);
- The Ministry facilitated the set-up and operationalisation Rural Information and Communication Technology Centres (RICTCs) in all 14 regions with internet connectivity;
- The Ministry, in partnership with the Estonian Digital for Development Hub (D4D), trained 662 Namibians in basic digital literacy;
- With the outbreak of the Covid-19 global pandemic, the Ministry established an emergency Covid Communication Centre, which was later renamed the Government Communication Centre to ensure that the public have access to credible Government information;
- The GIC caters for Cabinet Committee Briefings (CCB's), O/M/As, Public Enterprises Information Sharing Sessions, and Private and Community initiatives to share information. These sessions are live-streamed on all of the MICTs' social media platforms and local media is invited for coverage; and
- The Ministry constructed eight Regional Offices in the Erongo, Kavango East, Kavango West, Omaheke, Omusati, Oshikoto and Zambezi Regional Offices.

1.4 LINKAGE TO THE HIGH-LEVEL INITIATIVES

- **Vision 2030**

The long-term Government's vision is to transform Namibia into a knowledge-based, highly competitive, industrialised and eco-friendly nation, with sustainable economic growth and high quality of life by 2030.

Advanced micro-electronics-based ICTs are the heart of recent social and economic transformations in the industrialised and much of the developing world. These new technologies are being applied to all sectors of the economy and society. The increase in the use of ICTs is aided by persistent price reductions and continuing improvements in their quality and capabilities. Improved use of ICTs opens up new opportunities for Namibia to harness these technologies and service to meet development goals.

The development of ICTs promotes access to information for education, entertainment, health and lifestyle through the internet. Furthermore, ICTs leads to e-business growth, the virtual world's expansion (education, social, information sharing and entertainment) and the development of mechatronics.

Furthermore, the Namibian Youth is growing up in an environment that includes a number of harsh realities including a lack of equitable access to information. This can lead to an unhealthy environment for the youth and poor prospects for the future.

Outside the formal education system, other language problems persist which creates marginalisation. Access to information can be greatly reduced if one does not speak one of the major languages of Namibia. However, this can be deterred if more people receive language and literacy training to enable them to use English in their everyday life, thereby enhancing access to information.

- **National Development Plan (NDP6)**

The National Development Plan (NDP) 6 outlines the following relevant focus areas for the ICT sector:

- ICT Infrastructure, Digitalisation, Artificial Intelligence (AI) and Cybersecurity;
- public and private sector governance, transparency and accountability; and
- Promote arts and creative industries, research and skills development and arts infrastructure development.

- **SWAPO Party Election Manifesto**

The SWAPO Party is committed to enhance our institutional capacities, upholding the rule of law and increase public participation in governance while strengthening accountability and implementing e-governance. Furthermore, the Party commits to freedom of expression subject to reasonable restrictions provided for in the Constitution and other laws of Namibia.

For the ICT sector, the Party commits to:

- Develop a sector strategy for the Creative Industry;
- Develop the relevant policy instruments to propel and protect the Creative Industry to significantly contribute to the economy, where creators receive maximum benefits out of their talents;
- Facilitate funding allocations for the development of the Creative Industry, including film studios;
- Embrace digital innovation, expansion of ICT infrastructure and fostering a tech-savvy workforce to gain a competitive edge in the global economy; and
- Implement the National Single Window to digitise international trade procedures, streamline the cost of doing business by increasing the efficiency of trade processes and enhance Namibia's attractiveness as an investment destination.

- **Fourth Industrial Revolution (4IR) Commission Report**

The 4IR Taskforce produced a report presented to Cabinet on key recommendations and Cabinet directed various OMA's and Public Entities to implement several resolutions to effect the recommendations of the report of the 4IR Taskforce. The 4IR team recognises that the lack of a National Data Centre is causing a lack of ownership and control of data resources with both internal and external threats. Such threats include, among others, inaccurate and inoperable data, data silos, fragmented data management, an inadequately skilled labour force and cyber security threats.

The Taskforce recommended that a number of activities to be undertaken by various OMAs. There is a need to establish a National Data Centre, which will be positioned as a national and critical asset (a green national data centre). In addition, the Taskforce called for the acceleration of the 4IR infrastructure development (building on on-going efforts, expand ICT network coverage and access, expand critical infrastructure such as electricity and water coverage and operationalise a Special Purpose Vehicle (entity) to deliver ICT infrastructure and services.

The prioritisation of cybersecurity for funding, skills and legislation was identified as a priority, coupled with the need to strengthen the 4IR Research and Development (R&D) capability. Furthermore, the 4IR Commission Report highlighted that R&D government expenditure should be increased with funding support from the private sector and international funders.

The Taskforce also recommended for the establishment of a National Artificial Intelligence (AI) Institute to support adoption, developing responsible and ethical AI applications for the private sector, government, academia and civil society.

- **National Digital Strategy**

The National Digital Strategy is the country's blueprint towards the digital transformation journey across all the sectors of the economy. The Strategy is built on five pillars, namely Digital Infrastructure, Digital Skills, Digital Government, Industry and Innovation and Policy and Regulation.

- **Southern Africa Development Community (SADC) Protocols and Agreements**

The SADC Ministers responsible for ICT at their meeting held in 2023 directed Member States to implement a number of resolutions. These include the need to implement the ten (10) SADC Broadband Targets by 2025 and setting up National Computer Incident Response Teams (CIRTs) alongside enacted relevant legal and regulatory frameworks.

Members States are further urged to establish an operational Internet Exchange Point (IXP). In addition, Ministers resolved for to transpose both the SADC Model National Emergency Telecommunications Plan (NETP) and the SADC Digital Transformation Strategy. Member States were also called to adopt/ domesticate the revised SADC Data Protection Model Law, harmonise roaming charges across the SADC Region and implement the SADC Postal Strategy 2022-2025.

- **Sustainable Development Goals (SDGs)**

The specific Sustainable Development Goal (SDG) that recognises ICT as a critical enabler for socio-economic development is SDG 9, which deals with Industry, Innovation and Infrastructure.

There is a need to invest in functioning and resilient infrastructure for improved socio-economic development. Therefore, it is imperative that our industries and infrastructure be upgraded. This will require us to promote innovative sustainable technologies and ensure equal and universal access to information and financial markets. This will improve livelihoods, create jobs and ensure that we shape stable and flourishing societies across the world.

2. HIGH LEVEL STATEMENTS

2.1 Our Mandate

To lay the foundation for the accelerated use and development of ICT in Namibia and coordinate information management within the Government.

2.2 Our Vision Statement

To champion Information and Communication Technology for Socio-economic Development

2.3 Our Mission Statement

To Create a dynamic, collaborative and progressive ICT environment through efficient service delivery that fosters access to information in a digital economy

2.4 Our Core values

- **Innovation:** We endeavour to innovate by seeking new ideas and solutions that drives transformation in the ICT industry;
- **Meticulousness:** We shall pay attention to detail, minimise errors and ensure thoroughness and careful execution of our duties at all time;
- **Proactiveness:** We commit to embrace a forward thinking mindset, to plan and initiate solutions to tackle potential threats and prevent problems before they arise;
- **Agility:** We shall be flexible, responsive and quickly adapt to changes to ensure rapid decision making in the fast-paced ICT industry at all times;
- **Commitment:** We commit to be loyal and dedicated to our duties and uphold to take responsibility, accountability and persevere to deliver on our promises for high quality service to the nation; and
- **Transparency:** We shall foster an atmosphere of open and honest communication that embraces free flow of information among employees and the public in order to enhance a culture of integrity and dialogue.

3. ENVIRONMENTAL SCANNING:

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

INTERNAL FACTORS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Visionary and supportive leadership. • Good media freedom environment. • Dedicated and committed workforce. • Well-equipped regional MICT offices. 	<ul style="list-style-type: none"> • Lack of national digital infrastructure and ICT services. • Lag in leveraging Artificial Intelligence (AI) opportunities. • Inadequately skilled workforce. • Ineffective budget utilisation. • Unconducive work environment.
EXTERNAL FACTORS	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Availability of training opportunities to strengthen workforce performance. • Good stakeholder collaboration • Enactment of the Access to Information law. • Good political environment. • Availability of media houses. 	<ul style="list-style-type: none"> • Incomplete ICT Policy Framework. • Insufficient research to guide innovation. • Volatile global ICT landscape driving increased cybersecurity threats. • Poor community digital literacy skills.

3.2 PESTEL Analysis

PESTLE ANALYSIS MATRIX	
POLITICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> • Government Stability and Priorities 	Government interest in digital transformation as part of national development plans such as the Harambee Prosperity II, NDP6, 2024 SWAPO Party Election Manifesto and Vision 2030, play a critical role in determining ICT policies and funding.

<ul style="list-style-type: none"> Public Sector Reforms 	Ongoing public sector reforms in Namibia could impact the role and responsibilities of the MICT, particularly in terms of collaboration with other ministries or decentralisation of ICT services to local governments.
<ul style="list-style-type: none"> Regional and International Relationships 	Namibia's participation in regional ICT bodies such as the SADC, SACU and its alignment with international ICT agreements particularly on cross-border data flows, cybersecurity and data protection will influence national ICT strategies.
<ul style="list-style-type: none"> Government Support for Start-ups and Innovation 	The government's support for ICT innovation hubs, entrepreneurship and public-private partnerships can catalyse ICT development in Namibia. Additionally, the political will to address the digital divide and increase broadband access will impact strategic goals more so in areas of infrastructure development, maintenance and sustainability.
ECONOMICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> Economic Growth and Investment 	Namibia's economic growth will influence the level of investment in ICT infrastructure development and projects. Economic challenges such as commodity price fluctuations and external factors such as global recessions, may affect government budget allocations for ICT infrastructure development.
<ul style="list-style-type: none"> Digital Economy Development 	Namibia is gradually shifting towards a digital economy and the success of ICT adoption in industries such as education, agriculture, fisheries, mining and tourism could influence national economic performance. The ministry's role in driving digital transformation in key sectors is crucial.
<ul style="list-style-type: none"> Private Sector Collaboration 	The private sector's involvement in ICT infrastructure such as internet service provision, mobile networks and digital platforms will shape the ICT landscape. Namibia's reliance on foreign companies for infrastructure development may have major economic implications.
<ul style="list-style-type: none"> ICT Budgeting and Financial Sustainability 	With a developing ICT market, MICT will need to ensure adequate funding for infrastructure development and projects like broadband rollouts and ICT education.
<ul style="list-style-type: none"> Employment Opportunities 	Economic challenges such as unemployment and inequality could be mitigated by the ministry's efforts to create ICT-related jobs, particularly through digital skills training, tech entrepreneurship and boosting the digital economy.
SOCIOLOGICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> Digital Literacy and Skills Gap 	There is a need for widespread digital literacy initiatives to address the skills gap in Namibia more so in remote rural areas. As an intervention, there is a need for MICT to design programmes targeting all age groups in order to equip them with digital skills
<ul style="list-style-type: none"> Social Inclusion and Digital Divide 	Addressing the digital divide between urban and rural areas is a priority. The ministry will need to focus on affordable access to broadband and ICT services, particularly in remote areas, to ensure inclusive social and economic development.

<ul style="list-style-type: none"> Public Trust and ICT Use 	Building trust in government-run digital services such as e-government and e-health, is essential for successful digital transformation. Public awareness campaigns regarding data privacy, cybersecurity and the benefits of digital services will help foster acceptance.
<ul style="list-style-type: none"> Cultural Sensitivity and Content 	The Ministry must ensure that ICT policies and initiatives cater to Namibia's diverse population by promoting multilingual content and culturally relevant ICT services. This could include translating digital platforms and services into Namibian languages.
TECHNOLOGICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> Technological Advancements 	Global and regional technological trends such as 5G, artificial intelligence (AI) and internet of things (IoT), present opportunities for the Ministry to modernise Namibia's ICT infrastructure. Therefore, there is a need for the MICT to prioritise building a future-proof ICT ecosystem.
<ul style="list-style-type: none"> ICT Infrastructure Development 	Expanding and modernising Namibia's ICT infrastructure, especially broadband connectivity and mobile networks, is essential for improving national digital access. This involves both urban and rural broadband expansion, fibre optics and 4G/5G infrastructure to be in par with the 4th industrial revolution.
<ul style="list-style-type: none"> Cybersecurity and Data Privacy 	As the digital footprint of Namibia expands, the ministry needs to implement robust cybersecurity measures such as strengthening data protection laws, establishing secure data centres and promoting safe online practices among the citizenry.
<ul style="list-style-type: none"> Digital Innovation and Start-ups 	Supporting local start-ups and fostering innovation in sectors such as fintech, agritech and edtech will be important for technological progress in Namibia. MICT in partnership with relevant stakeholders could drive the process to incentivise local innovation and technology adoption.
LEGAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> Data Protection and Privacy Laws 	MICT should speed up the finalisation and implementation of the Data Protection and Cybercrime laws in order to strengthen frameworks for data privacy and protection to ensure that citizens' personal data is secure when using digital services.
<ul style="list-style-type: none"> Telecommunication Regulations 	The regulatory framework governing telecommunications must evolve with new technologies in order to align with 4th industrial revolution. The Ministry must collaborate with CRAN to create clear policies on new telecommunication services.
<ul style="list-style-type: none"> Intellectual Property Laws 	With the rise of digital innovations, intellectual property (IP) laws in Namibia must be strengthened to protect software, digital content and tech start-ups. MICT needs to establish initiatives that encourage IP protection for local developers and innovators.
<ul style="list-style-type: none"> ICT Accessibility Legislation 	MICT needs to ensure that national ICT laws promote accessibility for people with disabilities, ensuring that ICT services, e-government platforms and digital education programmes are inclusive and accessible to all.

<ul style="list-style-type: none"> International Agreements 	ICT	Namibia is part of international ICT agreements and must align with regional frameworks such as the SADC Protocol on ICT and international bodies such as the International Telecommunication Union (ITU). Compliance with these regulations will influence national ICT policies and strategies.
ENVIRONMENTAL FACTORS		IMPLICATIONS
<ul style="list-style-type: none"> Sustainability in ICT 		The environmental impact of ICT operations such as data centres and electronic waste could be a big challenge. There will be a need for the MICT to promote energy-efficient technologies and green ICT practices such as using renewable energy for data centres and reducing e-waste.
<ul style="list-style-type: none"> Climate Change and Disaster Recovery 		Namibia is prone to climate-related events like droughts and floods, which can disrupt ICT services and infrastructure. There is a need for MICT to invest in disaster recovery plans for ICT infrastructure and ensure that communication networks are resilient to extreme weather events.
<ul style="list-style-type: none"> Renewable Integration 	Energy	As Namibia has significant renewable energy resources such as solar and wind, integrating renewable energy into ICT infrastructure such as solar-powered mobile towers and solar data centres can enhance sustainability and reduce carbon emissions in the ICT sector.

4. STRATEGIC ISSUES

Based on the Environmental scanning process, MICT identified the following strategic issues that need to be considered and addressed in the strategic plan.

Issue	Explanation
<ul style="list-style-type: none"> Ineffective utilisation of budget 	The economic recession has adversely affected Government operations. The tightening of budgets and the general expectation for Government departments to produce more results with less resources has put pressure on the Ministry to focus on high impact strategies and programmes.
<ul style="list-style-type: none"> Inadequate skilled workforce 	The core function of the Ministry is enhancing the growth of the ICT sector and improve Government communications. The Ministry lacks key skills and core competencies in the core areas of operation
<ul style="list-style-type: none"> Lack of national ICT infrastructure 	The country experiences a slow pace of ICT infrastructure roll-out with some areas remaining highly undercovered, while others have no coverage. This poses a challenge for the roll-out of digitisation initiatives.
<ul style="list-style-type: none"> Inadequate conducive working environment 	Though progress has been made in the construction of regional offices, some regions are still operating in unconducive environments that affect productivity and limits the ability for the Ministry to fully execute its mandate. Furthermore, this makes supervision difficult as some staff are working away from their supervisors.
<ul style="list-style-type: none"> Poor community digital literacy skills 	The uptake of digital services and use of ICT infrastructure is negatively impacted by poor digital literacy skills within Namibian communities. This leads to social and economic exclusion, hindering access to critical government information and services.

5. STRATEGIC PILLARS AND STRATEGIC OBJECTIVES

5.1 Pillars

The Ministry undertakes to implement the following Pillars:

- **Pillar 1:** Digital Infrastructure Expansion
- **Pillar 2:** Innovation and Digital Skills Development
- **Pillar 3:** Efficiency in Service Delivery
- **Pillar 4:** Policies and Legislative Framework
- **Pillar 5:** Public Access to Information

5.2 Strategic Objectives linked to the Pillars and their definitions

The Ministry undertakes to implement the following Strategic Objectives to support its mandate:

Pillar 1: Digital Infrastructure Expansion

Description: A robust and secure digital infrastructure is the backbone of Namibia's digital transformation.

SO1: Increase coverage and accessibility.

Pillar 2: Innovation and Digital Skills Development

Description: The Ministry aims to position Namibia as a hub for technological innovation and economic growth and recognising the centrality of digital skills for economic and social inclusion.

SO1: Train citizens in digital literacy and ICT skills.

SO2: Support start-ups and innovations in technology.

Pillar 3: Efficiency in Service Delivery

Description: Enhancing the internal capabilities of the MICT is central to enable efficient governance, enhanced service delivery and broader citizen participation.

SO1: Ensure an enabling environment and high performance culture.

Pillar 4: Policies and Legislative Framework

Description: This pillar aims to enhance the development of policies and legislations for innovation and effective ICT development.

SO1: Enhance the development of ICT policies and legislations.

SO2: Improve innovation, data sovereignty and security that supports digital transformation and resilience by 2030.

Pillar 5: Public Access to Information

Description: The pillar aims to empower citizens with public information in order to promote transparency, accountability and the public's participation in decision-making processes.

SO1: Enhance Public Access to Information and freedom of Expression.

SO2: Promote the use of e-Governance.

6. LOGICAL FRAME

2025-2030 Strategic Plan Matrix

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)			Operational	Development	
By 2030, Namibia has attained high standard of living with human development index increased from 0.610 to 0.695.	Efficiency in Service Delivery	Ensure an enabling environment and high performance culture	% of budget spent on planned activities	Measures the percentage of progress made on the monitoring of Budget execution	Absolute	98	98	98	98	98	98	General Services	Financial Management	4.7 billion	11.128 billion	Finance
			# of MICT Offices constructed	Measures the number MICT offices completed in 5 regions and 1 HQ	Absolute	8	1	2		3			Capital projects	0	600million	Auxiliary
			% progress made in the devolvement of decentralised functions	Measures the progress made towards the delegated functions devolution to the regions	Incremental	15	30	45	60	75	90		Decentralisation: Public Service Reforms	150K	0	Ministerial Decentralisation Committee (MDC)
			# of Human Capital Development initiatives undertaken	Measures the number of bi/multilateral initiatives implemented to capacitate staff members	Absolute			2	2	2	2		Human Capital	6 million	0	Human Resource
	Public Access to Information	Enhance Public Access to Information and freedom of Expression	% of citizens reporting awareness of key government initiatives	Measures the percentage of citizens out of the total population of Namibia (3,022,401) who are reporting awareness of key government initiatives	Incremental		20	40	60	80	100	Audio-visual media	Access to information	16.4 Million	0	Print Media Affairs, Audio-visual media, New Era, Nampa and NBC
			% of progress made in the establishment of Brand Namibia	Measures the degree to which Brand Namibia is established	Incremental		30	80	100				Nationhood and National pride	30 Million	0	Campaigns
		Promote the use of e-Governance	% growth in audiences accessing	Measures the percentage progress	Incremental	20	25	30	35	40	45	Audio Visual Media	Multi Media	32.8 Million	0	Audio Visual Media & Regional
			GRN information	made in online access audience growth												Offices (AVM & ROs)
			% of citizens using e-Government platforms	Measures the Number of citizens using e-Government platforms annually	Incremental		50	60	70	80	100	Print Media Affairs and Audio-visual media	Production	16.4 million	0	Print Media Affairs and Audio-visual media
			% of government services available online	Measures the percentage of government services available online	Incremental		20	40	60	80	100		Media Liaison Services	5 million	0	AVM/PMA
By 2030, Namibia is a player in the global digital economy, with improved access to technologies from the average of	Digital Infrastructure Expansion	Increase coverage and accessibility	# of population with access to internet connectivity (rural vs. urban)	Measures the % of population with access to internet connectivity	Incremental	53	60	70	80	90	100	ICT infrastructure development and advancement	0	160 million	0	Directorate of ICT Development, CRAN, Telecom Namibia, PowerCom and MTC
			% of population with access to various technologies	Measures the % of population with access to various technologies	Incremental	28	38	50	60	80	100			160 million	0	
			% of national broadband coverage (rural and urban)	Measure the percentage of national broadband coverage (rural and urban).	Incremental	88	90	95	97	99	100			160 million	0	
			% of population covered by	Measure the population covered by mobile	Incremental	90	96	98	99	100						

			mobile network	network coverage													
			% of population with access to broadband	Measure the % of the population with access to broadband.	Incremental	62.2	70	80	85	90	100						
			National minimum Megabits per second download speed for broadband	Measures minimum Megabits per second (Mbps) for network bandwidth or data transfer speed	Absolute	2	10	25	25	30	30	ICT infrastructure development and advancement					
		Train citizens in digital literacy and ICT skills	% of citizens trained in digital literacy	Measure the % of citizens trained in digital literacy	Incremental		30	40	50	60	70	ICT Skills developed		0	0		
By 2030, Namibia has a robust technological infrastructure with internet use increasing from 53 to 90 percent	Innovation and Digital Skills Development	Support start-ups and innovations in technology	# of start-ups, entrepreneurs and innovations supported in technology	Measures the number of start-ups and innovations supported in the film sector	Absolute	1	0	2	2	2	2	Namibia Film Commission	Innovation development	12.5 million	0	NFC and Regional Offices	
			# of new film hubs established in the regions	Measures the number of film hubs established in the regions Y1, Zambezi and Oshikoto, Yr. 2 Omaheke,, Otjozondjupa and Kav West, Yr. 3, Kav East, Ohangwena and Kunene, Yr. 4. Khomas, Erongo and Hardap, Yr. 5 Karas, Oshana, and Omusati	Absolute	0	2	3	3	3	3		Audio-visual Media	12.5 million	0		
By 2030, Namibia has a robust technological infrastructure with internet use increasing from 53 to 90 percent.																	
			% progress made in film capacity development	Measures the number of filmmakers (152x5=750) trained & empowered	Incremental	60	70	80	90	95	100			12.5 million	0		
	Policies and Legislative Framework	Enhance the development of ICT policies and legislations	# of ICT legislations, policies, strategies and regulations developed/ reviewed	Measures the number of ICT legislations, policies strategies and regulations developed/ reviewed (ICT policy, Universal Access and Service, Amendment to Communication Act, Data protection Bill and regulations)	Absolute	5	5	3	3	3	3	Information and Communication Technology Development	Develop governance and regulatory framework	0	0	MICT	

7. RISK ASSESSMENT

(Migrate your risk assessment into the matrix below and ensure that they talk to a strategic objectives)

RISK ASSESSMENT M A T R I X						
Risk title	Risk Description	Who is affected	Strategic Objectives	Risk Assessment (High/Moderate/Low)	Mitigation Strategy	Responsible Unit
Corruption Risk	Poor work ethic and integrity	Staff members and stakeholders	Ensure an enabling environment and high performance culture	Moderate	Enforce Integrity Pledges and increase awareness on ethical work practices.	Security and Risk Management
Security Risks	Poor security measures in place to protect offices, equipment and assets.	Staff members	Ensure an enabling environment and high performance culture	Moderate	Implement the Enterprise Risk Management (ERM) Policy as an internal risk control.	Security and Risk Management
Administrative Risks	Poor application of State Finance Act and Treasury Instructions	Staff and stakeholders	Ensure an enabling environment and high performance culture	High	Provide training to management on statutory State guidelines and regulatory frameworks.	General Services
Procurement Risks	Ineffective procurement processes	Stakeholders	Ensure an enabling environment and high performance culture	Moderate	Implement Standard Operating Procedures (SOPs) for procurement and revise SOPs. Ensure effective implementation of the Ministerial Procurement Plan.	Procurement Management Unit

Capacity and Skills Risk	Lack of capacity to develop ICT laws	The Ministry and Public	Design, formulate, adopt and promote ICT policies and programmes	High	Send officials for appropriate training.	General Services and ICT Development Directorate
	Lack of administrative skills (minute taking, report writing, etc.)	Statutory bodies established under ICT laws	Ensure an enabling environment and high performance culture	Moderate		

8. CRITICAL SUCCESS FACTORS

Critical Success Factor	Description
Transformational leadership	The MICT leadership should adopt a transformational leadership approach. The leadership philosophy should be open to doing things differently to get different results. The leadership should adopt a change management set up and implement supportive programmes to support the rest of the employees to navigate through the changes
Organisational culture change	The Ministry should implement a deliberate change management programme that will introduce a new organisational culture of teamwork and a "doing more with less" approach as required by the difficult economic environment. A high-performance culture and teamwork oriented organisational culture must be implemented
Mandate Focus	The Ministry should focus on their mandate and not expand it. Resource allocation should be channelled strategic priorities highlighted in this plan.
Stakeholder engagement	Stakeholder engagement is an important process that will assist the Ministry to achieve its objectives. The Ministry should be geared towards engaging with different stakeholders in different spheres to achieve its mandate
Skills development	Skills development, especially in the core operational areas of the Ministry is critical in ensuring strategy execution. The Ministry should invest in skills development especially of core competencies.

9. Stakeholder Analysis

STAKEHOLDER ANALYSIS MATRIX			
Name of stakeholder	What are their need(s) and expectation(s)	What do you expect from them	What is the impact of your relation
CRAN	Governance, funding and policy directive.	To regulate the ICT industry.	They are digital transformation implementers with a have high level of influence and impact on the ICT sector.
NAMPA	Governance, funding and policy directive.	Responsible for disseminating information to the public and corporate governance of the entity.	Improved access to information.
NBC	Governance, funding and policy directive.	To disseminate information to the public and corporate governance of the entity.	Improved access to information.
NEPC	Governance, funding and policy directive.	To disseminate information to the public .	Improved access to information.
Private Sector	An enabling environment fostered by relevant legislative frameworks.	To promote principles of access to information and investment in ICT infrastructure roll-out.	Enhanced responsible freedom of speech and affordable, accessible and reliable ICT infrastructure.
Development Partners	Cooperation for their support towards socio-economic development initiatives.	To provide resources and technical support.	Promotion of access to information, responsible and ethical freedom of speech. Improved, reliable, affordable and accessible ICT services and infrastructure.

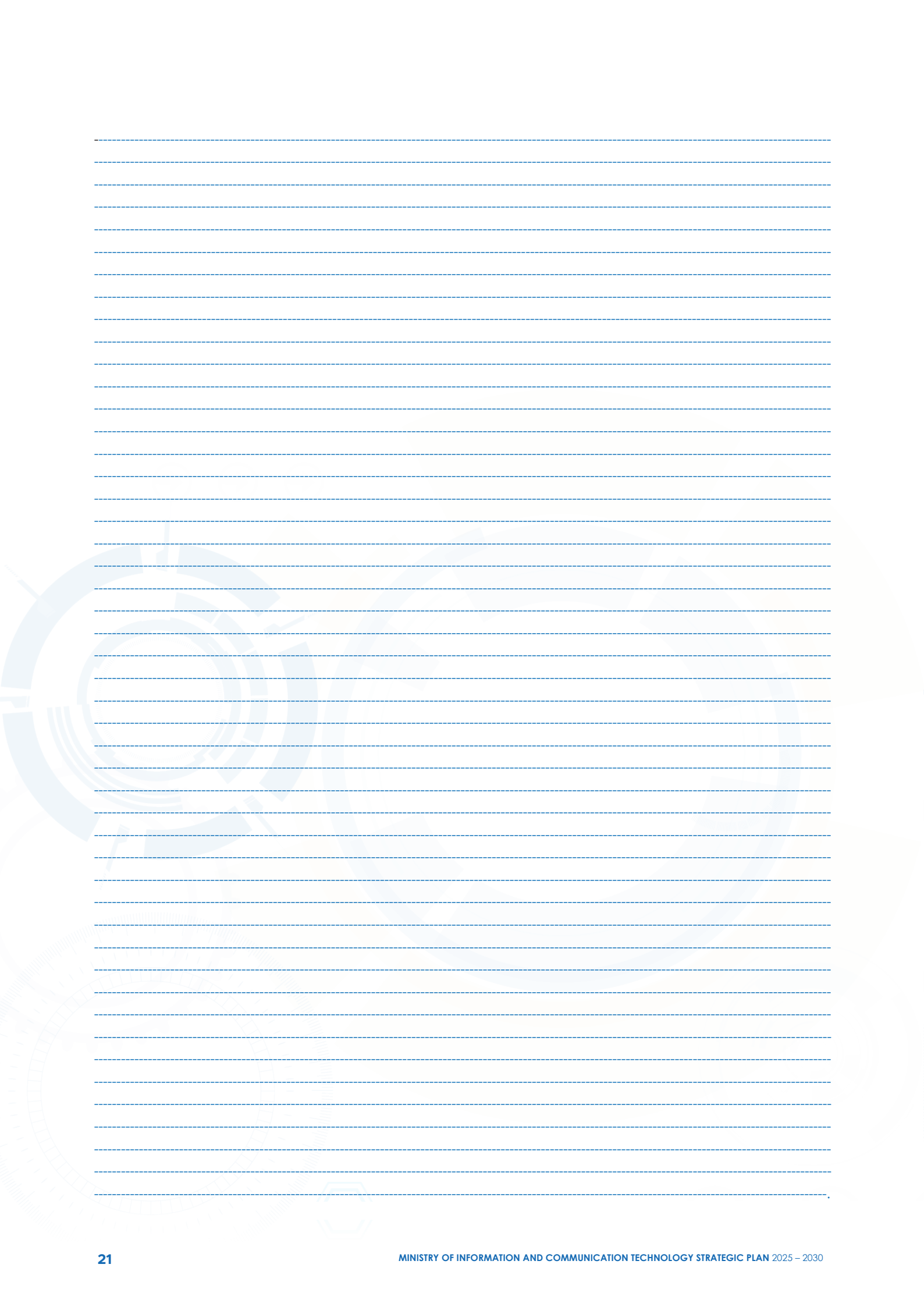
Citizens	Accountability, transparency and improved public service.	To participate in consultations and decision-making processes and holding public authorities accountable. To provide local knowledge, express needs and concerns.	Improved socio-economic development.
Non-Governmental Organisations and Civil Society Organisations	Accountability, transparency and improved public service.	To hold the Government accountable and advocating for the public for an improved public service.	Transparency, accountability and improved socio-economic development.
OMAs	National ICT infrastructure development, affordability and access.	To facilitate digital transformation, develop policies and implement national ICT development initiatives.	Improved public service delivery.

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