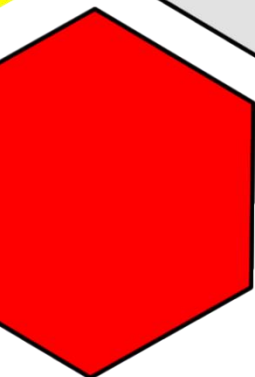
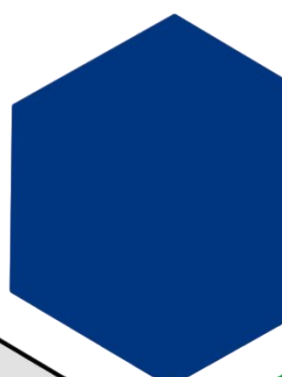




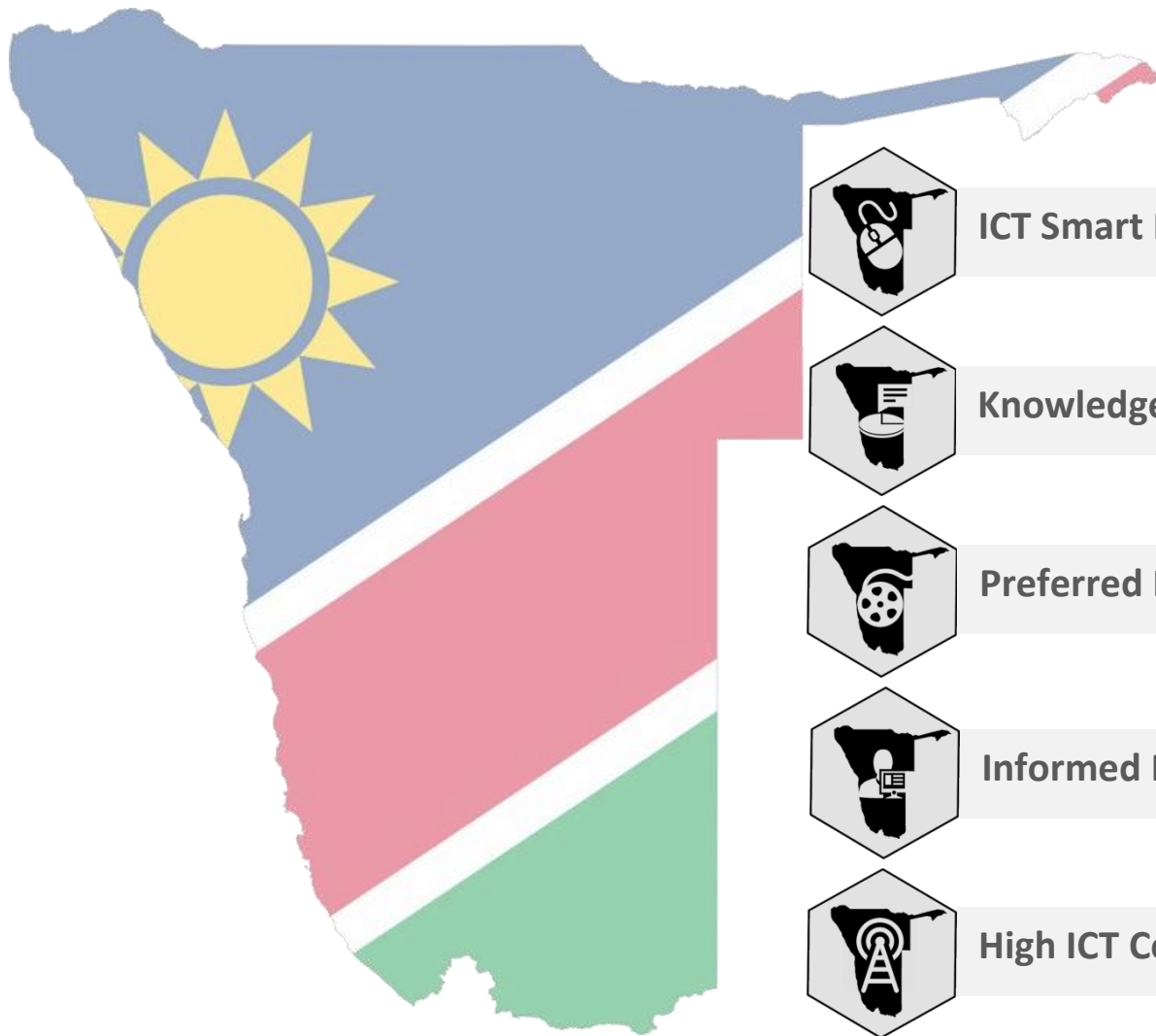
REPUBLIC OF NAMIBIA

MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY

STRATEGIC PLAN 2017-22



The Namibia we want...



ICT Smart Nation



Knowledge-based Economy



Preferred Film Destination



Informed Nation



High ICT Coverage

Our Strategic Slogan...

**‘ Strategy to Action
Action to Results ’**

VISION



A catalyst for an informed and Inclusive ICT smart Namibia

STRATEGIC
PILLARS &
OBJECTIVES

ICT
Development



SO1: Accelerate ICT development, access and use for an inclusive ICT smart Namibia

Information
Services



SO2: Enhance unhindered access to information for an informed nation

SO3: Promote Namibia as a preferred film destination

Operational
Excellence



SO4: Enhance Organizational Performance

MANDATE

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

MISSION

To create an enabling environment for ICT development and access to information for socio-economic growth

CORE VALUES

Helpfulness, Innovation, Transparency, Accessibility and Accountability

ACRONYMS

CSC	Customer Service Charter
CSF	Critical Success Factors
GRN	Government of the Republic of Namibia
HR	Human Resource
ICAA	Institute Cinematography and Audio Visual Arts
ICT	Information Communication Technology
KPI	Key Performance Indicator
MICT	Ministry of Information and Communication Technology
NDP	National Development Plan
OMA	Office, Ministry and Agency
OPM	Office of the Prime Minister
PMS	Performance Management System
PPP	Public Private Partnership
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SO	Strategic Objective
R&D	Research and Development



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FOREWORD BY HON. MINISTER:



Strategic planning is an essential effort through which the Ministry of ICT can establish directions and create strategic initiatives that mobilise limited resources to fulfill its mission, to achieve its goals, and to take maximum advantage of trends in the internal and external environment. Through strategic planning, we can take advantage of opportunities and deal with challenges.

This Strategic Plan has been aligned with the Vision 2030, SWAPO Party Manifesto, National Development Plan (NDP) 5 and Harambee Prosperity Plan in an effort to accelerate the implementation of the high level goals and ensure that the strategic objectives are fully implemented

Information and Communication Technologies (ICT) are not only mere economic enablers, but have great potential to transform economies and should be seen as important economic drivers. World-wide, ICTs are known to have potential to contribute to accelerated Gross Domestic Products and increased labour productivity growth rates. This has been evidenced by numerous research results on the impact of ICT on macro, industry and micro-level. Namibia can certainly maximise on this reality.

During the past three years, the Ministry managed to create an enabling legislative environment and undertook projects aimed at developing ICT infrastructure and services such as implementation of the Digital Terrestrial Television coverage; drafting and adopting the Universal Access and Service Policy; developing the Broadband Policy and its Strategic Implementation Plan; developing the Electronic Transaction and Cybercrime Bill; implementation of the Scan-ICT programme and operationalisation of the Scan –ICT portal to depict available ICT indicators and data to the users; as well as initiating the review of the National Information Policy; and the drafting the Access to Information Bill development process.

In addition, the Ministry of ICT facilitated the establishment of 25 Multi-purpose Community Centres in remote parts of the country, equipping them with internet infrastructure. Through the Namibia Film Commission outreach programmes, we saw the rise of Mobile Cinemas taken to grassroots communities in 199 villages and settlements all over the country. This particular activity was initiated to develop a screen culture in remote rural communities. Educational, informative and entertaining videos and films have been screened to keep communities abreast of both historical and current affairs developments in our country and beyond.

In line with the country's policy on International Relations and Cooperation as well as South-South Cooperation Strategy, the Namibia Film Commission together with the Institute of Cinematography and Audio-visual Arts (ICAA) in Argentina funded the film "The Hidden Sky". Since its release it continues to be screened at International Film Festivals in Africa, Asia, North and South America. The film is produced in Spanish, Khoekhoegowab (Damara-Nama) and Otjiherero with English subtitles. About 100 Namibians were employed onset, while 5 received training in filmmaking.

In order to meet the demands of the evolving ICT sector, the Ministry is in the process of reviewing the current staff structure to make it synonymous to the mandate.

In the next five years our promise to our customers will revolve around the following pillars: **ICT Development, Information Services and Operational Excellence**. Our focus area will be performed by devising tactical and achievable **Annual Plans**. **Through our core values we will devise new ways which will** ensure that customers are contributing to the economic growth of the country. During the new 5 year Strategic Plan, the MICT will continue with efforts to invest in its human resources through appropriate capacity building initiatives, which will not only be through traditional training methods, but also through grooming and mentoring as alternative, less cost consuming means.

In furthering its mandate, MICT is committed to provide its clients and staff with state of the art infrastructure and ICT equipment, hereby creating a conducive working environment and equipping staff to enhance performance excellence, through the implementation of the Customer Service Charter (CSC). With the implementation of the CSC, coupled with the new 'core values' which are 'Helpfulness; Innovation; Transparency, Accessibility, and Accountability (HITAA)', the MICT vows to committedly improve service delivery and serve the Namibian citizens.

The general public should look forward to extended and accessible broadband services which will enable each citizen to participate in democratic processes, stay connected, communicate and enjoy unfettered access to information, as it should be.

The dream to make Namibia 100% connected to mobile, fixed, broadcasting and internet services is not just an ambitious vision, but it is a promise that the Ministry is dedicated to see through to

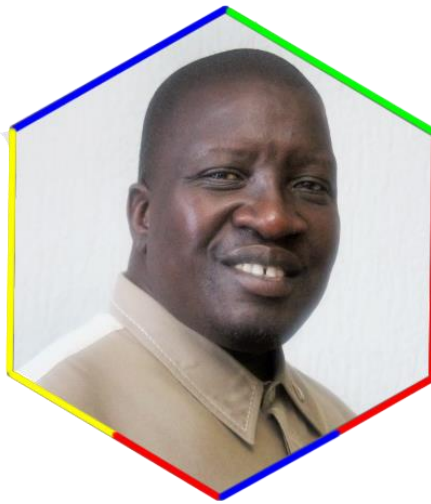
deliver on Government's stance that no Namibian should be left out. Access to information is an important empowerment tool, because information is indeed power and at MICT we further say, "Shared information is more powerful".

During the implementation of this Strategic Plan, I call for dedication, hard work and cooperation by all MICT staff, so that come the review period, our feedback to the nation is tangible and evidence based and can be backed by positive feedback from our internal and external stakeholders.

Managers are urged to use the Strategic Plan as their guiding document when planning on their annual and daily activities in order not to divert from our new strategic objectives.

It gives me great pleasure to present to you the new Ministry of Information and Communication Technology's 2017-2022 Strategic Plan.

ACKNOWLEDGEMENT



We hereby acknowledge that the implementation of our first ever MICT Strategic Plan was not a cool breeze walk in the park, but a rewarding journey worth celebrating and drawing lessons thereof.

Following completion of the lifespan of the just ended 2014 – 2017 MICT Strategic Plan, the Ministry of ICT conducted a review to evaluate performance. Constant monitoring of implementation has been done through-out the years of the Strategic Plan through quarterly Annual Plan review sessions, as well as implementation and review of all staff's Performance Agreements.

The objective of the review was to see how the Ministry fared in its promise as outlined in the old Strategic Plan, identify lessons learned, look at challenges – at the same time developing creative means to tackle these challenges. All-in-all, we took the opportunity to learn from all the success stories experienced.

Since our journey is far from reaching its end, we started the hard work of developing and crafting a new Strategic Plan for the years 2017 – 2022. During this exercise, the MICT management deemed it fit to review the MICT's Mission, Vision and Core Values to align them to the ministerial mandate and changing ICT trends.

In order to enhance ownership of the new MICT Strategic Plan, it was essential to involve operational staff members and our various stakeholders in its development, therefore Directorates and Divisions held a number of consultative meetings with their staff and consultative workshops with stakeholders to ensure that staff contributes to its development, and can own this document not only during implementation, but also from its development phases.

It remains the responsibility of the Heads of Directorates/Divisions to ensure that the content of this Strategic Plan is inculcated into their organisation culture and climate on a day-to-day basis. This should form the basis of the MICT's service commitment to the Namibian nation and beyond. Each MICT staff, regardless of position, should be acquainted with what is expected of them in furtherance of the MICT mandate. The onus lies on the MICT Management to drive this as a vehicle towards becoming '**a catalyst for an informed and inclusive ICT smart Namibia**'.

This plan will be further cascaded into Annual Plans and eventually individual Performance Agreements that will hold us accountable to the public as public servants. In order to effectively implement the Performance Management System, we need to introduce aspects of change management, coaching and mentoring into the workplace.

I would like to sincerely thank the MICT Strategy Committee for facilitating the development of this Strategic Plan, the hard work and dedication of the MICT Management is indeed inspiring, that together we will fulfil the Ministry's mandate. With expert guidance from the CoreElite team and OPM we have managed to carve our destiny, determine the path we will take to deliver, and so we vow to remain accountable during this journey.

All this would not be possible, without the continuous guidance, faith and support that the Ministry of ICT enjoys from its Top Management.

EXECUTIVE SUMMARY

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

Our roadmap highlights **several projects** that will assist us to be A catalyst Institution for an informed and inclusive ICT smart Namibia. We will achieve this by creating an enabling environment for ICT development and access to information for socio-economic growth.

In the next five years our promise to our customers will revolve around the following pillars: **ICT Development, Information Services and Operational Excellence**. Our focus area will be performed by devising tactical and achievable **Annual Plans**. **Through our core values we will devise new ways which will** ensure that customers are contributing to the economic growth of the country. During the new 5 year Strategic Plan, the MICT will continue with efforts to invest in its human resources through appropriate capacity building initiatives , which will not only be through traditional training methods, but also through grooming and mentoring as alternative, less cost consuming means.

During the formulation process of this Strategic Plan deliberation, the Ministry decided on a new vision that we are “A catalyst for an informed and inclusive ICT smart Namibia”. Five (5) core values were also formulated i.e. We are Helpful, We are Innovative, We are Transparent, We are Accessible and Accountable. These core values are considered as guiding principles and beliefs within the Ministry which are demonstrated through the day-to-day behaviours of all employees.

In this regard, a Strategic Plan is therefore a foundation for an effective Performance Management System which ultimately forms a basis in setting parameters for individual/staff level Performance thereby translating a strategy into the desired actions by the entire organisation. All these actions should demonstrate the Ministry’s contribution to the achievement of the national dream, Vision 2030. The desired future of Namibia is to be **“A prosperous and industrialized Namibia developed by her human resources, enjoying peace, harmony and political stability”**.

1. INTRODUCTION

1.1. BACKGROUND

The Ministry of Information and Communication Technology is mandated to ‘**Lay the foundation for the accelerated use and development of ICT in Namibia, and Coordinate information management within Government**’. As a step to fulfil their mandate, MICT embarked upon the development of a comprehensive five-year Strategic Plan 2017-2022 through a process of strategic planning and application of strategic thinking.

The result of this process is a Strategic Plan which provides the strategic direction comprising a Vision, Mission and Core Values; details of how MICT will get there and how it will know that it has attained its vision. Central to all these processes is an effective **Performance Management System (PMS)** which ensures delivery on results and accountability. In this regard, a Strategic Plan is therefore a foundation for an effective Performance Management System which ultimately forms a basis in setting parameters for individual/staff level Performance thereby translating a strategy into the desired actions by the entire organisation. All these actions should demonstrate the Ministry’s contribution to the achievement of the national dream, Vision 2030. The desired future of Namibia is to be “**A prosperous and industrialized Namibia developed by her human resources, enjoying peace, harmony and political stability**”.

In order to evaluate its successes and overcome challenges in executing the mandate, the process of strategic planning commenced with the review of the previous Strategic Plan 2014-2017. This was done to appreciate the past and lay a foundation for the new Strategic Plan as well as to execute the mandate in response to attaining the country’s Vision.

The methodology followed in formulating the 2017-2022 Strategic Plan was based on the Public Service Strategic Planning Framework. It was developed by the Office of the Prime Minister (OPM) to guide the development of strategic plans across the entire Public Service. In this regard, the Ministry of Information and Communication Technology (MICT) will in the next five years **deliver results** on the following Pillars:

1. ICT Development;
2. Information Services and
3. Operational Excellence.

These results will come about through the achievement of four distinct but interrelated Strategic objectives. MICT will:

- i. Accelerate ICT development, access and use for an inclusive ICT smart Namibia.
- ii. Enhance unhindered access to information for an informed nation.
- iii. Promote Namibia as a preferred film destination.

- iv. Enhance an enabling environment for a high performance culture and effective service delivery.

In pursuit of these results, MICT leadership, management and staff shall live and uphold the following core values namely:

1. **H**elpfulness;
2. **I**nnovation;
3. **T**ransparency;
4. **A**ccessibility and
5. **A**ccountability.

The acronym for these values shall be known as **“HITAA”**

1.2. PLAN TO NATIONAL AND INTERNATIONAL AGENDAS

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

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

Agenda	Statement	MICT Corresponding Contribution
Vision 2030	“A prosperous and industrialised Namibia developed by her human resources, enjoying peace, harmony and political stability”.	<p>MICT pledges its contribution through the attainment of its vision of being ‘A catalyst for an informed and inclusive ICT smart Namibia’. In addition the Ministry’s contribution will be felt through the achievement of their strategic objectives as outlined below:</p> <p>Strategic Objective 1: Accelerate ICT development, access and use for an inclusive ICT smart Namibia.</p> <p>Strategic Objective 2. Enhance unhindered access to information for an informed nation.</p> <p>Strategic Objectives 3. Promote Namibia as a preferred film destination.</p> <p>Strategic Objective 4:</p>

Agenda	Statement	MICT Corresponding Contribution
		Enhance organizational Performance
NDP 5	By 2022, Namibia enjoys widespread availability of affordable and accessible full range of communication and technology infrastructure services	MICT's contribution will come about through the achievement of Strategic Objective 1: Accelerate ICT development, access and use for an inclusive ICT smart Namibia.
HPP	OMAs will be on e-governance by 2020 <i>The Office of the Prime Minister and the Ministry of Information and Communication Technology were given a joint responsibility for the implementation of these projects. The joint responsibilities as extracted from the HPP document are: "To promote transparency and accessibility, Government 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.</i>	Strategic Objective 1: Accelerate ICT development, access and use for an inclusive ICT smart Namibia will form the basis of MICT contribution.
SWAPO Party Manifesto 2014	On Information communication technology this is the promise: <ul style="list-style-type: none"> ▪ Enhancement of the use and application of ICTs for socio-economic development. Further investments will be made in ICT infrastructure development and connectivity so as to provide access to modern communication systems, technology transfer, and adaption for industrialisation. 	The achievement of all MICT objectives has an overarching component which is very much aligned to the statement in SWAPO Party Manifesto' promise on information communication technology (see details below): Vision: 'A catalyst for an informed and inclusive ICT smart Namibia'. Strategic Objective 1:

Agenda	Statement	MICT Corresponding Contribution
	<ul style="list-style-type: none"> ▪ <i>Encouragement and promotion of cooperation among ICT service providers in the development and utilisation of ICT infrastructure to enhance communication and accelerate socio-economic development.</i> ▪ <i>Promotion of public-private partnership funding for technology centres to advance ICT literacy.</i> ▪ <i>Acceleration of the implementation of e-governance to improve public service delivery.</i> 	<p>Accelerate ICT development, access and use for an inclusive ICT smart Namibia.</p> <p>Strategic Objectives 2. Enhance unhindered access to information for an informed nation.</p> <p>Strategic Objectives 3. Promote Namibia as a preferred film destination.</p> <p>Strategic Objective 4: Enhance Organizational Performance</p>
SADC Vision	<p>“To build a region in which there will be a high degree of harmonization and rationalization, to enable the pooling of resources to achieve collective self-reliance in order to improve the living standards of the people of the region.”</p>	<p>Strategic objectives 1, 2 and 4 will be used as drivers for MICT contribution.</p> <p>Strategic Objective 1: Accelerate ICT development, access and use for an inclusive ICT smart Namibia.</p> <p>Strategic Objectives 2. Enhance unhindered access to information for an informed nation.</p> <p>Strategic Objective 4: Enhance Organizational Performance</p>
African Union Vision	<p>“An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”</p>	<p>MICT’s contribution will be realised through:</p> <p>Strategic Objective 1: Accelerate ICT development, access and use for an inclusive ICT smart Namibia.</p> <p>Strategic Objectives 2. Enhance unhindered access to information for an informed nation.</p> <p>Strategic Objectives 3. Promote Namibia as a preferred film destination.</p>
Sustainable development Goals	<p>All SDGs</p>	<p>ICT is a front runner in terms of national development and should be considered as the bedrock of national development agenda moving forward if all SDGs are to be achieved.</p>

2. HIGH-LEVEL STATEMENTS

2.1. MANDATE

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

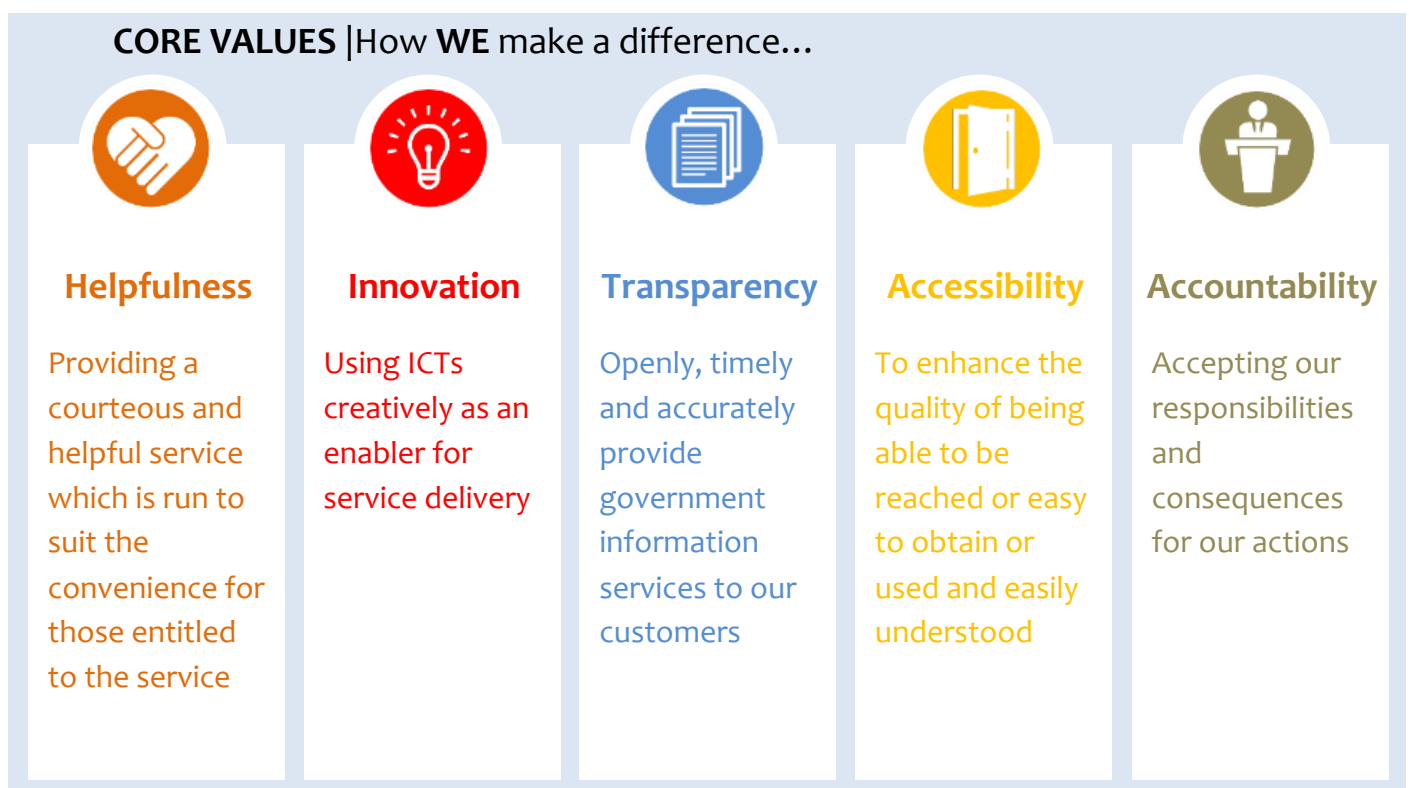
2.2. VISION

A catalyst for an informed and inclusive ICT smart Namibia.

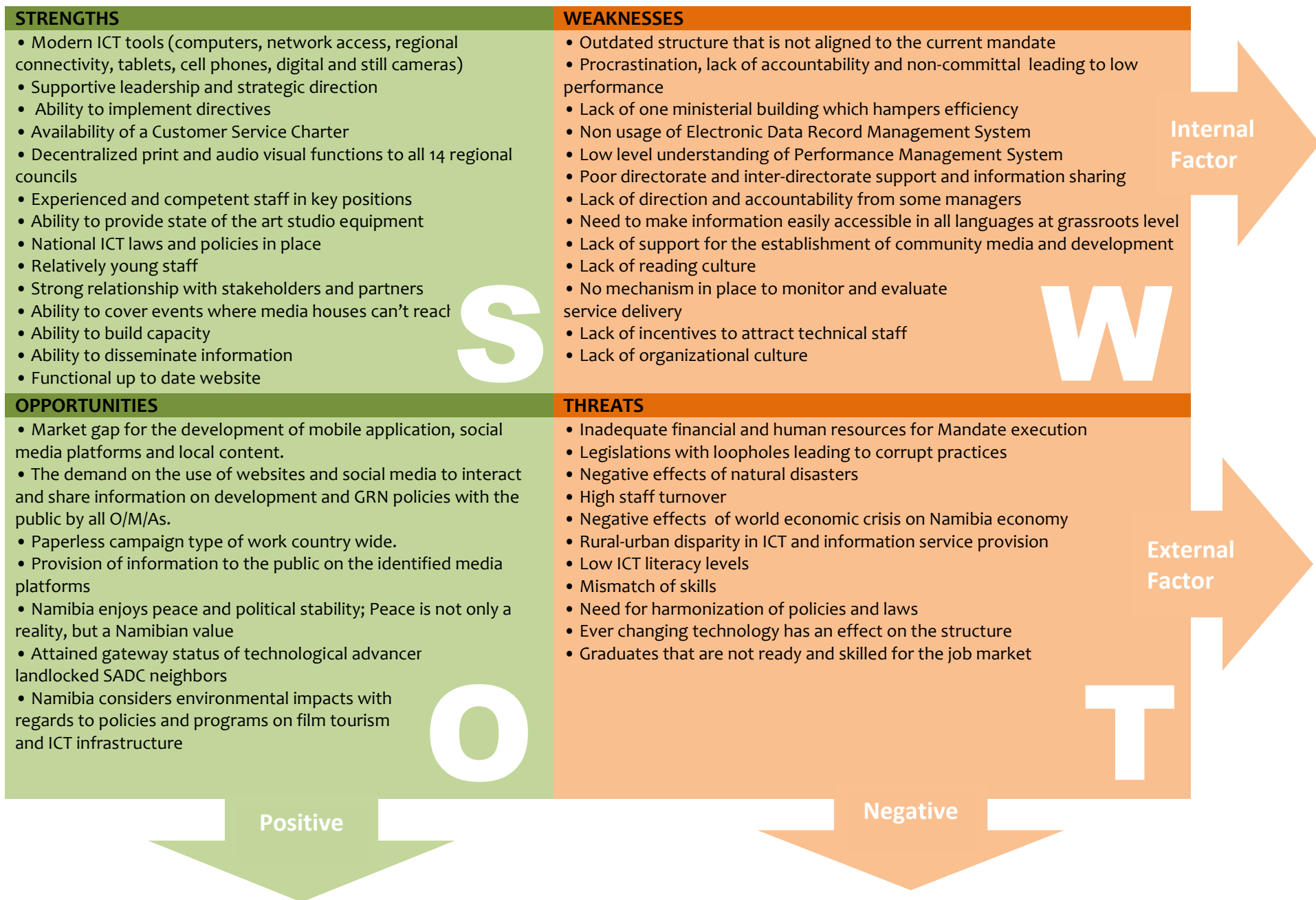
2.3. MISSION

To create an enabling environment for ICT development and access to information for socio-economic growth

2.4. CORE VALUES



3. ENVIRONMENTAL SCANNING (SWOT ANALYSIS)



4. KEY STRATEGIC ISSUES AND OBJECTIVES

Strategic issues are pertinent or critical area within the organization which needs to be addressed in order to live the mission and attain the vision. To this end the MICT identified the key strategic issues as described below:

Strategic Issues	Strategic Objectives
<p>1) ICT DEVELOPMENT Slow Pace of ICT Development access and use</p> <ul style="list-style-type: none"> • absence of sufficient ICT Research and Development (R&D) in the country • lack of mechanisms for consolidation of all ICT services to empower the nation • inadequate measures/ tools to enforce proper regulations on affordability of ICT products and services • lack of mechanism and awareness on the effects of cybercrime and extremism • insufficient efforts to position and market Namibia as a preferred regional ICT hub 	<p>SO1: Accelerate ICT Development, Access and use for an inclusive ICT Smart Namibia</p>
<p>2) ICT INFORMATION</p> <ul style="list-style-type: none"> • The ICT and Information service sector is faced with a shortage of expertise. • Lack of skilled graduates in the ICT market. • Inadequate measure to strengthen Public Private Partnership (PPP) • Loopholes and fragmentation of policies and laws • Inconsistencies of legislations leading to corrupt practices. • Lack of initiatives to harmonise policies and laws. • Negative effects of natural disasters • Limited access and availability of insufficient information • inadequate understanding on GRN programmes and projects • limited access to public information • Inadequate measure to make information easily accessible in all languages at grassroots level. • Lack of ownership and national pride 	<p>SO2: Enhance Unhindered Access to Information for an Informed Nation</p> <p>SO3: Promote Namibia As A Preferred Film Destination</p>
<p>3) ORGANIZATIONAL OPERATIONS</p> <ul style="list-style-type: none"> • outdated structure that is not aligned to the current mandate • no mechanism in place to monitor and evaluate service delivery • lack of incentives to attract technical staff • insufficient organisational culture • inadequate financial and human resources • high staff turnover • mismatch of skills • Negative effects of world economic crisis on Namibia economy 	<p>SO4: Enhance Organizational Performance</p>

5. STRATEGIC PILLARS, OBJECTIVES AND DEFINITIONS

Pillars	Strategic Objectives	Strategic Objectives Definitions
ICT DEVELOPMENT	SO1: Accelerate ICT Development, Access and use for an inclusive ICT Smart Namibia	Harmonization of ICT and Information legislation; Formulation/ updating and amendment of ICT policies where necessary; Strengthening ICT and information Research and Development (R & D) to timely respond to changing technology; Improving coordination mechanisms of ICT and information programmes and projects; Strengthening the over-sight role on the implementation of the ICT policies and laws; Ensuring the development and implementation of mechanisms to protect the nation from cybercrimes and extremism; Devising strategies to improve ICT connectivity; Creating mechanism to harness ICT for people with disabilities
INFORMATION SERVICES	SO2: Enhance Unhindered Access to Information for an Informed Nation	Is to fast track enactment and implementation/compliance of the Access to Information Legislation and the implementation of the Communication Strategy for Disaster Risk Management. To strengthening coordination and dissemination and of GRN programmes and projects.
	SO3: Promote Namibia As A Preferred Film Destination	Is to enhance the spirit of nationhood and national pride and develop film infrastructure, to creating an enabling environment for film investment. To ensure that Namibian stories are told the Namibian way.
OPERATIONAL EXCELLENCE	SO4: Enhance Organizational Performance	Improvement of the structure and Job profiles for specialized positions; Impact assessment of ICT and information programmes and projects; Improvement of Leadership and Management practices as well as systems (including communication practices, interpersonal relations); Prioritization of ICT and information programmes and projects (Doing more with less); Strengthening alliances with stakeholders; Developing mechanisms for job satisfaction and improving working conditions; Strategies to enhance ICT and information learning culture; Devising incentive mechanisms.

6. STRATEGIC PLAN (2017 – 22) MATRIX

Desired Outcomes	Strategic Pillars	Strategic Objective	Key Performance Indicator (KPI)	KPI Definition	KPI Type	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
							Y1 (2017/18)	Y2 (2018/19)	Y3 (2019/20)	Y4 (2020/21)	Y5 (2021/22)			Operational	Developmental	
(NDP5) By 2022, Namibia enjoys widespread availability of affordable and accessible full range of communication and technology infrastructure services	ICT Development	So1: Accelerate ICT development, access and use for an inclusive ICT Smart Namibia	ICT Development Index (IDI)	The index of the International Telecommunications Union that combines 11 Indicators into one benchmark measure which can be used to monitor and compare development in ICT between countries and overtime	Incremental	3.6 4	3.8	3.9	4	4.5	5	ICT Development	Development and Review of ICT Policies and Laws	4'150		DICT D
			World Economic Forum, Network Readiness Index Score	The index measures how well an economy is using information and communications technologies to boost competitiveness and well-being.	Incremental	3.4 1	3.6 2	3.8 3	4.0 5	4.2 5	4.5		Implementation, Monitoring and Evaluation of the ICT Policies and Laws	2'000		
			% of Namibian population covered by broadband services	Measuring the percentage of the population covered by broadband services countrywide	Incremental	42 %	50 %	60 %	70 %	80%	90 %	Construction and Capacitating of ICT Centres through PPPs	10'00 0	365'0 00	AVM	
population will have improved coverage of broadband communications, broadcasting, postal and media services to facilitate improved access to information and	Information Services	So2: Enhance unhindered access to information for an informed nation	% GRN information accessed by citizens	The indicator measures the percentage of GRN/ Public information accessed via print (including braille), online, video, audio, and campaign media.	Incremental	50	60	70	80	90	100	Print Media	Publishing and translation of GRN information	5'000	-	PMA
													GRN campaigns, Communications and Public Relations	37'60 0		
													Media Monitoring and community media support	16,25 0		
													Promulgation of the access to Information Legislations	480,0 00		

		So3.2 Promote Namibia as a preferred film destination	% Economic impact of ICT platforms	This measures the affordability impact of various platforms (i.e. Internet, Mobile, TV, Radio, Face-to-Face, etc.) used for access of government information by citizens. Techniques used: Econometric modelling using input-output analysis.	Incremental	0%	10%	20%	30%	40%	50%	Audio-visual Media	Economic Impact Survey of ICT platforms	30'000		AVM
			% progress made in the implementation of new Marketing and Communication (MC) Strategy	The MC Strategy aims to develop a strategy to promote Namibia and its content on all platforms.	incremental	5%	20%	50%	60%	70%	80%	Audio-visual Media	Development and Implementation of Marketing and Communication Strategy	10'000		NFC
			# of Namibians capacitated in the film Industry	This strategy aims to create a sustainable livelihood for Namibians in the creative industries.	Absolute	91	320	350	400	450	500	Audio-visual Media	Project 2: Capacity Development strategy for film industry	40'000	-	
(HPP) Effective Governance	Operational Excellence	SO4 : 4. Enhance Organizational Performance	Namibia Operations Performance Index for Government Institutions (NOPIGI)	<p>This index measure the overall performance maturing of the OMA by assessment of several operational indicators, under the following domains:</p> <ul style="list-style-type: none"> - Performance Management - Human Resource Development & Planning - Financial Management - Service Delivery - Leadership & Governance - Records Management - Asset & Fleet Management <p>Interpretation of Scores:</p> <ul style="list-style-type: none"> - 0: No Data/ No performance - >0 and <0.25: Low performance - >0.25 and <0.5: Average performance - >0.5 and <0.8: Good performance - >0.8 and 1: High performance 	Incremental	0.321	0.453	0.534	0.641	0.704	0.742	Coordination and Support Services	Support Services for operational Excellence	150'000		General Services
			Ministerial Performance Score	This indicator measures overall performance scores of the ministry; calculated by computing the simple average score of the ministry after annual Performance Review	Incremental	2.5	2.8	3.2	3.4	3.5	3.9	Performance Improvement	Implementation of the Leadership and Management Practices	1'000		General Services
			% staff satisfaction	The satisfaction of staff members in terms of organizational leadership, work environment and staff wellbeing.	Incremental	50	55	68	75	80	90					

			% customer satisfaction	The perception of citizens in terms of service delivery	Incremental	50 %	55 %	60 %	70 %	80%	90 %		Construction of Regional Offices		200'000	General Services
			% of progress on one stop application system	This system aims to reduce the waiting period for Film Permit Approval from the current 60 days to 14 working days by 2022	Decremental	60	42	35	28	21	14		One stop application system completed (BPR)	'500		General Services
			% Compliance with OAG statutory requirements	The compliance of budget execution in accordance all OAG requirements	Incremental	80	90	92	94	96	98	Administration	Financial Management & Audit Service			General Services
			% Key Services accessible on line	The service of ICT which is easily accessible	Incremental	35	40	60	77	85	92		Procurement of ICT enablers/ gadgets		20'000	General Services
			% progress implementation on the decentralization of functions	This indicator measures the progress made towards functions delegated to the regions	Incremental	58	65	78	90	100		Decentralisation	Public Service Reforms			General Services

7. CRITICAL SUCCESS FACTORS

Critical success factor (CSF) is a Management term for an **element** that is necessary for an organization to attain its vision. It is a **critical factor** or activity required for ensuring the **success** of an organization. The Ministry of Information and Technology therefore identified the following factors as critical for the successful implementation of the 2017/18-2021/22 Strategic Plan.

Critical Success Factor	Description
<p>1. Leadership, Commitment and Ownership:</p>	<p>In order to achieve what it sets out in this Strategic Plan, MICT needs to inspire its officials and make them feel valued. This requires a committed leadership team with leadership styles focusing on providing guidance, developing mutual trust, motivating, and inspiring all staff members to have the desire and commitment necessary to execute the Ministerial Strategic Plan successfully.</p>
<p>2. Teamwork</p>	<p>The implementation of this Strategic Plan, MICT requires a work culture that values collaboration. It is necessary to create an environment where staff members, Management understand and believe that thinking, planning, decisions and actions are better when done cooperatively and collectively. Staff members, Management should recognize, and even assimilate, the belief that “none of them is as good as all of them.” Therefore, teamwork is required to implement this Strategic Plan.</p>
<p>3. Communication</p>	<p>It is imperative that for the success of this Strategic Plan MICT managers are able to communicate the Ministerial strategic intent to all staff members and stakeholders to ensure that the Strategic Plan is successfully implemented. This is necessary for all staff members to understand their roles, buy in and commit to performing their tasks exceptionally.</p> <p>Regular feedback to all stakeholders and maintaining a good communication practice is the key to ensuring the successful implementation of this Plan.</p>
<p>4. Monitoring and Evaluation</p>	<p>Regular monitoring and evaluation of the implementation of programmes and projects is necessary to assess success and the execution rate of the Strategic Plan and to devise corrective measures for successful implementation of programmes and activities.</p>

<p>5. Good Stakeholder Relation:</p>	<p>It is imperative for the MICT to develop and maintain strong relationships with its stakeholders in order to consistently work together with the intention of to realize the its aspirations.</p>
<p>6. Capacity building development</p>	<p>The implementation of the Strategic Plan requires skills upgrade of staff members which should be identified in the Performance Agreements. Continuous skills transfers and development are central to improving productivity and the realisation of the Ministry's mandate.</p>
<p>7. Alignment to the Budget</p>	<p>In order to realise the intents of the Strategic Plan, Directorates/Divisions need to realistically estimate the cost/resource requirements for the strategic programmes to be implemented. Resource allocations as per MTEF estimation should be aligned to programmes so as to ensure the achievement of maximum results with minimum resources.</p>
<p>8. Accountability</p>	<p>In implementing this Strategic Plan, all staff members need to take and accept responsibilities and consequences for their actions.</p>

ANNEXURE

ANNEX 1: STAKEHOLDER ANALYSIS

Table 2: Key stakeholders' expectations and needs are presented in the table below:

Key Stakeholders	What they want from you (Expectations)	What you need from them that will enhance execution of your strategy?
Public	<ul style="list-style-type: none"> • Easy access to information • Provision of ICT infrastructure and services to rural communities • Access to reliable and affordable ICT services • Responsive legislative framework • Service delivery and customer satisfaction • Popularize government programs, activities and projects • Translated government information in all Namibian languages, including Braille • ICT literacy • Production of local content • Protection against cybercrime and extremism 	<ul style="list-style-type: none"> • Feedback • Feedback to enhance communication and accountability • Utilization of information for self-sustainability and economic empowerment • Utilization of ICT services • Feedback on how we are doing as a ministry • Ownership, patriotism and national pride
Media	<ul style="list-style-type: none"> • Unhindered access to public information • Provision of financial and technical assistance to community media to enable them to disseminate information to the grass roots level • Timely accreditation • Legal instruments to create conducive environment to operate freely • Support, recognition and good working relations • Coordination of information from OMAs 	<ul style="list-style-type: none"> • Be accurate and objective in their reporting • Extensively disseminate information to the grass roots level • Strengthen the role of media ombudsman • To be Namibian information ambassadors (to tell the positive stories of Namibia the Namibian way)
OMAs	<ul style="list-style-type: none"> • To coordinate the process of information dissemination • To capacitate GRN communications officers (PROs) in order for them to effectively and timely disseminate information to the public 	<ul style="list-style-type: none"> • Cooperation in terms of information sharing and dissemination related to policies, programs, projects and activities • Implementation of policies and laws on access to information

Key Stakeholders	What they want from you (Expectations)	What you need from them that will enhance execution of your strategy?
	<ul style="list-style-type: none"> • Proper coordination of national campaigns to avoid duplication, and empower them to partake in these campaigns • Execution of budgets within limits • Budget for services they provide 	<ul style="list-style-type: none"> • Incorporate the national campaigns in their annual plans • Proper coordination of ICT projects, programs and services • ICT and information responsive budget allocation • Provision of ICT infrastructure and services to rural communities • Services and Advice
Internal Stakeholders (Staff members)	<ul style="list-style-type: none"> • Information sharing • Capacity building • ICT and information responsive structure • Conducive working environment • Reliable ICT services and tools • Management policies, systems and tools (knowledge management system) • Strong and visionary leadership • Responsive budget and structure • 	<ul style="list-style-type: none"> • Professionalism in dealing with the public and other stakeholders • Commitment to service delivery • Upholding public service charter and MICT customer service charters • Financial prudence • Optimal resource utilization and care • Accountability, honesty and impact of projects and programs • Functional succession plan • Learning and performance culture
MICT State Owned Enterprises	<ul style="list-style-type: none"> • Policy guidance • Budget allocation • Good working relations with line ministry • Support for listing on stock exchange • Investor friendly environment 	<ul style="list-style-type: none"> • Maximize the coverage of news from all corners of the country • Roll-out ICT infrastructure to all corners of Namibia • Ensure network coverage of radio, TV, mobile phones and internet to all corners of the country • Make it easy for community radios to access broadcasting licenses • Financial sustainability • Sharing of ICT infrastructure (PPP) • Increase of local content
Other SOEs (NIPAM, NUST, UNAM, IUM, NCRST)	<ul style="list-style-type: none"> • Capacity development partner • Support in developing and customizing curriculum • Internship (work integrated learning) • R & D collaboration • Facilitate ICT and information agreements 	<ul style="list-style-type: none"> • Quality and affordable products and services • Fulfill their mandate • Utilization of local and continental skills • Support for innovation and entrepreneurship • Globally competitive institutions • Integrating industrial practice (e.g. extending the length of work integrated learning) • Expansion of products and services

Key Stakeholders	What they want from you (Expectations)	What you need from them that will enhance execution of your strategy?
		online
ICT industry	<ul style="list-style-type: none"> • Responsive legislative framework • Adequate regulation and fair competition • To be consulted and informed on ICT related issues 	<ul style="list-style-type: none"> • Compliance to ICT laws and policies, rules and regulations • Proper implementation of ICT regulations for customers • Effective oversight over CRAN
International Bodies	<ul style="list-style-type: none"> • Comply with membership obligations • Ratification of Instruments • Membership fees • Attendance of events • Promotion and marketing among members 	<ul style="list-style-type: none"> • Technical, Financial and in-kind assistance • Collaboration on training, projects, programs • Standard setting • Tell the real positive African story
OPM	<ul style="list-style-type: none"> • Implementation and reports on Govt. policies and programs • High performing institution and service delivery • Advancement of national agendas • Proper implementation of the recruitment 	<ul style="list-style-type: none"> • Advice and guidance on implementation of policies and programs • Coordinated monitoring and reporting system • Revise policies • Consistence in their advisory role and provision of feedback • Timely requests
Govt. Attorney/Attorney General	<ul style="list-style-type: none"> • Adherence to the laws • Provision of legal opinion 	<ul style="list-style-type: none"> • Advice and legal opinions • Timely responses and feedback • Specialized ICT legal advisors • Awareness on procedures
Auditor General	<ul style="list-style-type: none"> • To be transparent in execution of our mandate 	<ul style="list-style-type: none"> • To induct Audit sessions • Application of punitive measures • Follow up and feedback



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