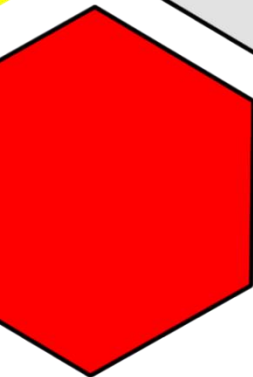
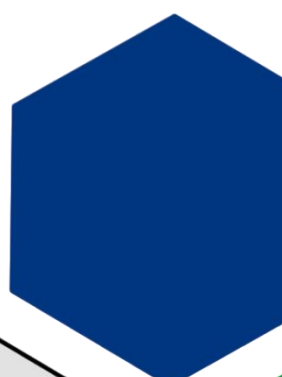




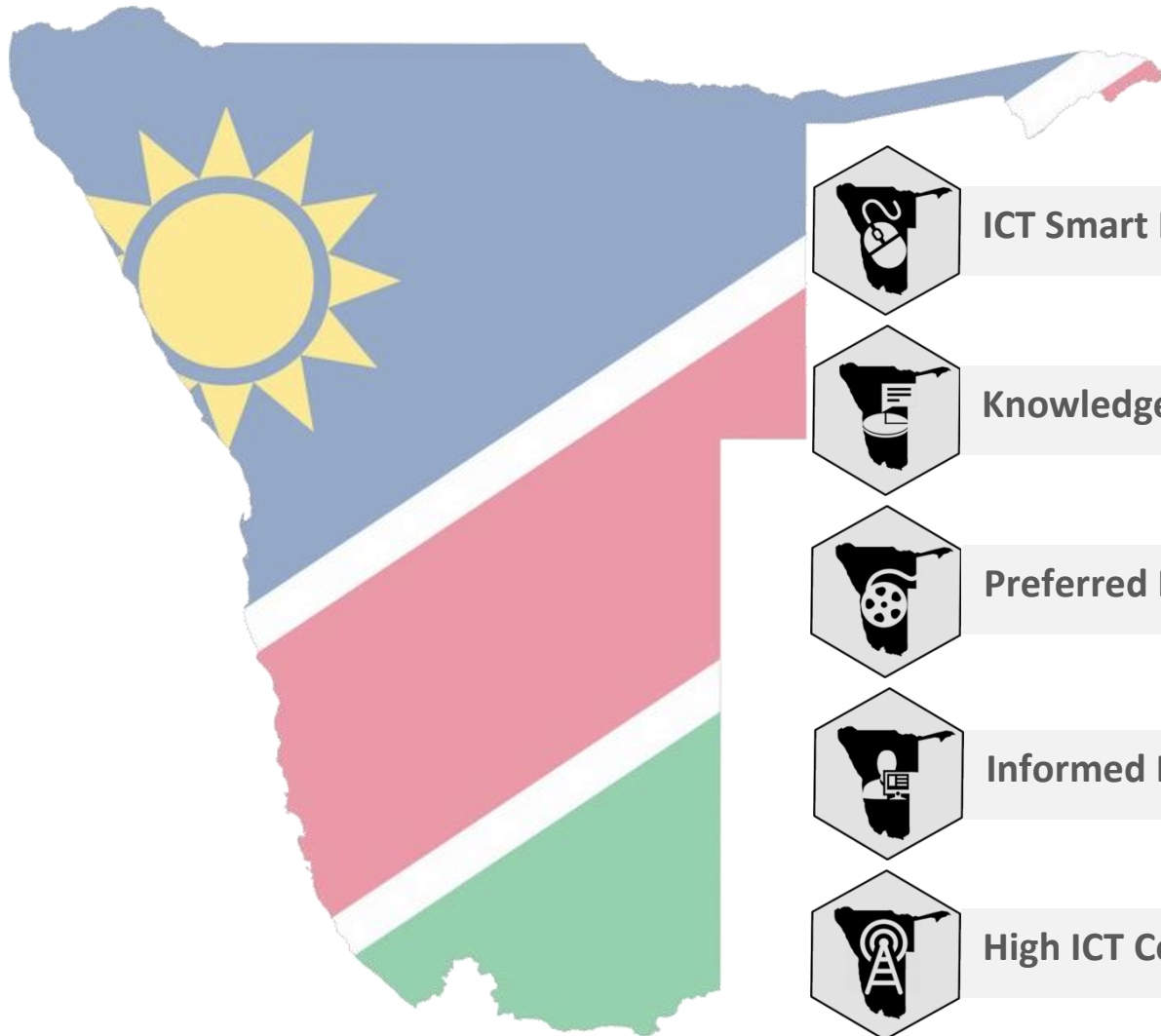
REPUBLIC OF NAMIBIA

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 an enabling environment for high performance culture and effective service delivery

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

GRN	Government of the Republic of Namibia
KPI	Key Performance Indicator
MICT	Ministry of Information and Communication Technology
OMA	Office, Ministry and Agency
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.

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 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.

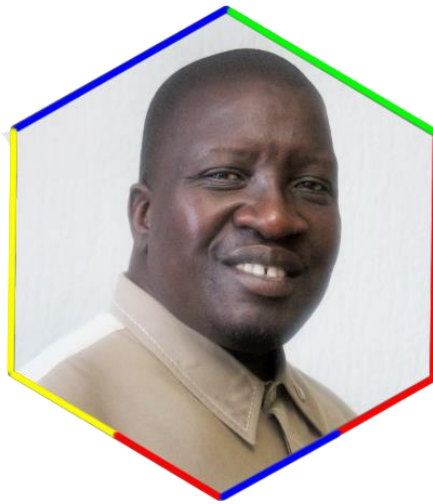
The dream to make Namibia 100% connected to mobile, fixed, broadcasting and internet services is not just an ambitious vision, but it is a promise that the Ministry is dedicated to see through to deliver on Government's stance that no Namibian should be left out. Access to information is an important 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 in its development, therefore Directorates and Divisions held a number of consultative meetings with their staff 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, 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.

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”**.

**Focused to
contribute to
the realization
of Namibia
Vision 2030**

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.

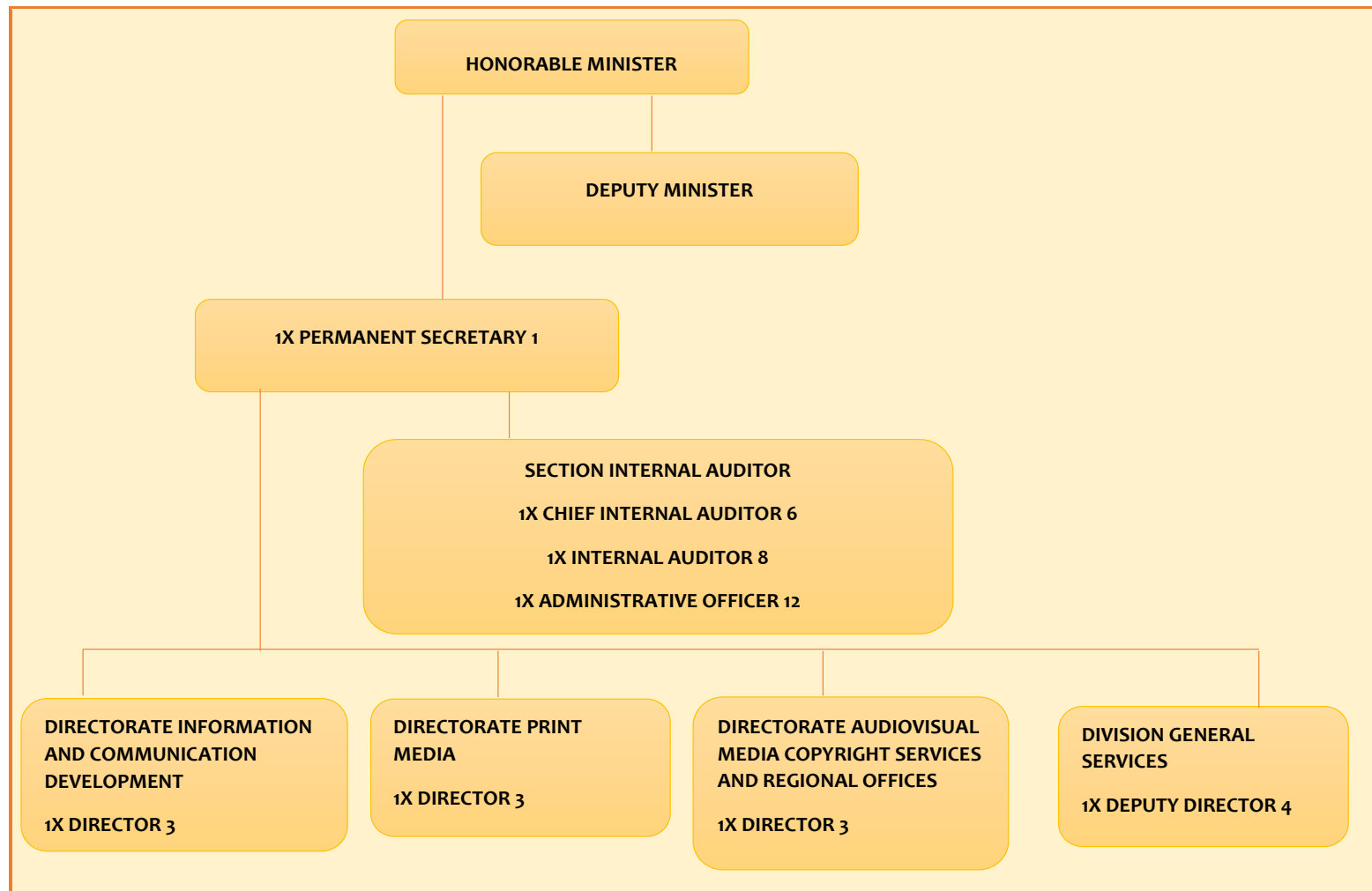
The acronym for these values shall be known as **“HITAA”**

1.2. GOVERNANCE AND MANAGEMENT OF MICT

The successful implementation of any Strategic plan requires a fit for purpose structure which will support the operationalisation of the Strategic plan. In this regard, the Ministry is headed by the Honourable Minister supported by a Deputy Minister. At Management level, MICT is headed by a Permanent Secretary. Other senior positions which will provide direction and ensure implementation of the Strategic Plan are as per fig one. The full structure which includes positions within the fourteen regions can be viewed at the Ministry’s Offices.

However, it should be noted that 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.

Fig.1 MICT Structure



1.3 LINKAGE OF MICT STRATEGIC PLAN TO NATIONAL AND INTERNATIONAL AGENDAS

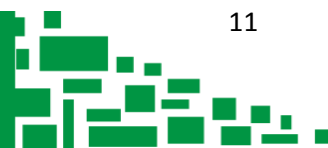
One of the critical reasons for formulating and implementing Strategic plans is to ensure that they become drivers to operationalising National and International Agendas to which Namibia is signatory to. This reality calls for strong alignment of the Strategic Plan with the National priorities and aspirations 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: Enhance an enabling environment for a high performance culture and effective service delivery.</p>
NDP 5	By 2022, Namibia enjoys widespread availability of affordable and accessible full range of communication and technology infrastructure services	<p>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.</p>
HPP	OMAs will be on e-governance by 2020	Strategic Objective 1:

Agenda	Statement	MICT Corresponding Contribution
	<p>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:</p> <p><i>“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></p>	<p>Accelerate ICT development, access and use for an inclusive ICT smart Namibia will form the basis of MICT contribution.</p>
<p>SWAPO Party Manifesto 2014</p>	<p>On Information communication technology this is the promise:</p> <ul style="list-style-type: none"> ▪ <i>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.</i> ▪ <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> 	<p>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):</p> <p>Vision: ‘A catalyst for an informed and inclusive ICT smart Namibia’.</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>

Agenda	Statement	MICT Corresponding Contribution
	<ul style="list-style-type: none"> Acceleration of the implementation of e-governance to improve public service delivery. 	<p>Strategic Objective 4: Enhance an enabling environment and high performance culture and effective service delivery.</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 an enabling environment for high performance culture and effective service delivery.</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	All SDGs	<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

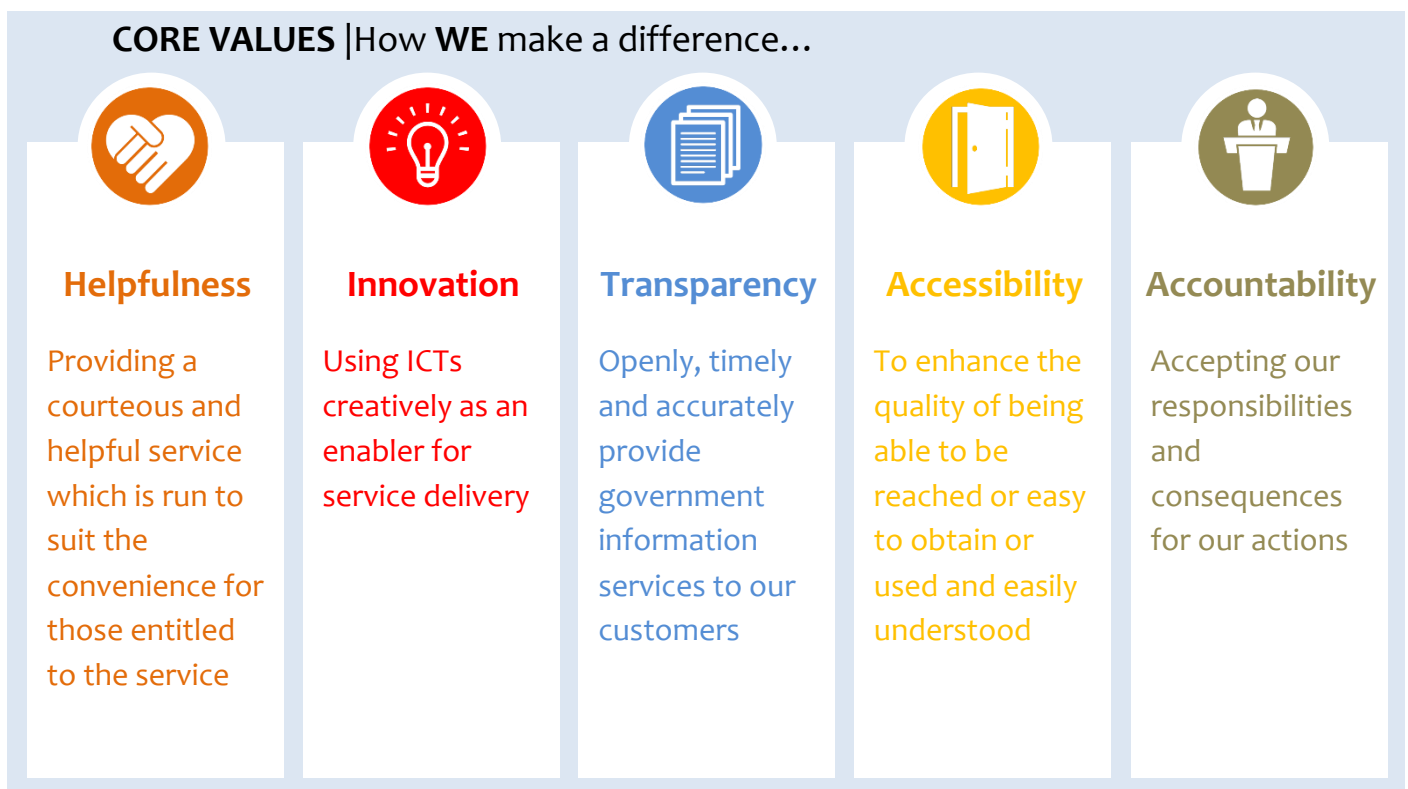
2.2. VISION

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. STRATEGIC ISSUES

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 Strategic issues listed and described below. There are other challenges which were identified and can be resolved by the existing structure.

- **Slow pace of ICT development, access and use.** This issue is propelled by many factors including; the 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 will receive attention in the Strategic Plan period in the form of an electronic cyber bill; and insufficient efforts to position and market Namibia as a preferred regional ICT hub.
- **The ICT and Information service sector is faced with a shortage of expertise.** Graduates from universities and colleges around the country do not meet the required skilled for the market.
- **Inadequate measure to strengthen Public Private Partnership (PPP).** PPP is critical recipe to accelerate ICT development and improve information service delivery, especially in developing and disseminating local content. **Similarly achievement of the strategic objectives of the Ministry will also require strengthening stakeholder relationships including Ministerial coordination.**
- **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.** The environmental hazards have a direct and critical bearing in the development of the sector, example floods.
- **Limited access and availability of insufficient information.** This issue is caused by many factors: inadequate understanding on GRN programmes and projects; limited access to public information; and inadequate measure to make information easily accessible in all languages at grassroots level.
- **Prevailing operational challenges.** These include: 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** for Mandate execution; high staff turnover; mismatch of skills; and ever changing technology effecting the structure.
- **Lack of ownership and national pride.**

Prior to Namibia's independence on 21 March 1990, Namibian people were divided into homelands based on their ethnic and tribal orientation. A legacy that was imprinted in the minds of Namibians, thus robbing them of their sense of common identity and loyalty to a single state. As the custodian of the Nationhood and National Pride programme, the Ministry therefore has the responsibility to reinforce the message of unity and national pride in order to ensure that citizens take ownership and contribute to the achievement of Vision 2030. In addition it is important that the Namibians tell their stories the Namibian way.

- **Negative effects of world economic crisis on Namibia economy.**

This issue, although by nature an external factor which is outside the control of the Ministry, does impact negatively on Namibia's economic growth and in turn on financial resources which are required to execute the programmes and projects.

4. Our Strategic Objectives

In order to attain its vision the ministry's Strategic Plan puts forth four (4) high-level Strategic Objectives/ Strategies which will be used to overcome the Strategic issues outlined above.

4.1. STRATEGIC OBJECTIVE (SO 1):

ACCELERATE ICT DEVELOPMENT, ACCESS AND USE FOR AN INCLUSIVE ICT SMART NAMIBIA

The following interventions will be used to accelerate ICT development, access and use for an inclusive ICT smart Namibia.

- a) Harmonization of ICT and Information legislation;
- b) Formulation/ updating and amendment of ICT policies where necessary;
- c) Strengthening ICT and information Research and Development (R & D) to timely respond to changing technology;
- d) Improving coordination mechanisms of ICT and information programmes and projects;
- e) Strengthening the over-sight role on the implementation of the ICT policies and laws;
- f) Ensuring the development and implementation of mechanisms to protect the nation from cybercrimes and extremism;

Four (4) Strategic Objectives:

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

SO2: Enhance unhindered access to information for an informed nation

SO3: Promote Namibia as a preferred film destination

SO4: Enhance an enabling environment for a high performance culture and effective service delivery

- g) Devising strategies to improve ICT connectivity;
- h) Creating mechanism to harness ICT for people with disabilities.

4.2. STRATEGIC OBJECTIVE (SO2):

ENHANCE UNHINDERED ACCESS TO INFORMATION FOR AN INFORMED NATION

This strategic objective will be implemented through the following interventions:

- a) Fast tracking enactment and implementation/compliance of the Access to Information Legislation;
- b) Implementation of the Communication Strategy for Disaster Risk Management;
- c) Ensuring that Namibian stories are told the Namibian way;
- d) Strengthening coordination and dissemination of GRN programmes and projects.

4.3. STRATEGIC OBJECTIVE (SO3):

PROMOTE NAMIBIA AS A PREFERRED FILM DESTINATION

The following key mechanisms will be employed throughout the period of the Strategic Objective namely:

- a) Enhancing the spirit of nationhood and national pride;
- b) Developing and enhancing film infrastructure;
- c) Creating an enabling environment for film investment.

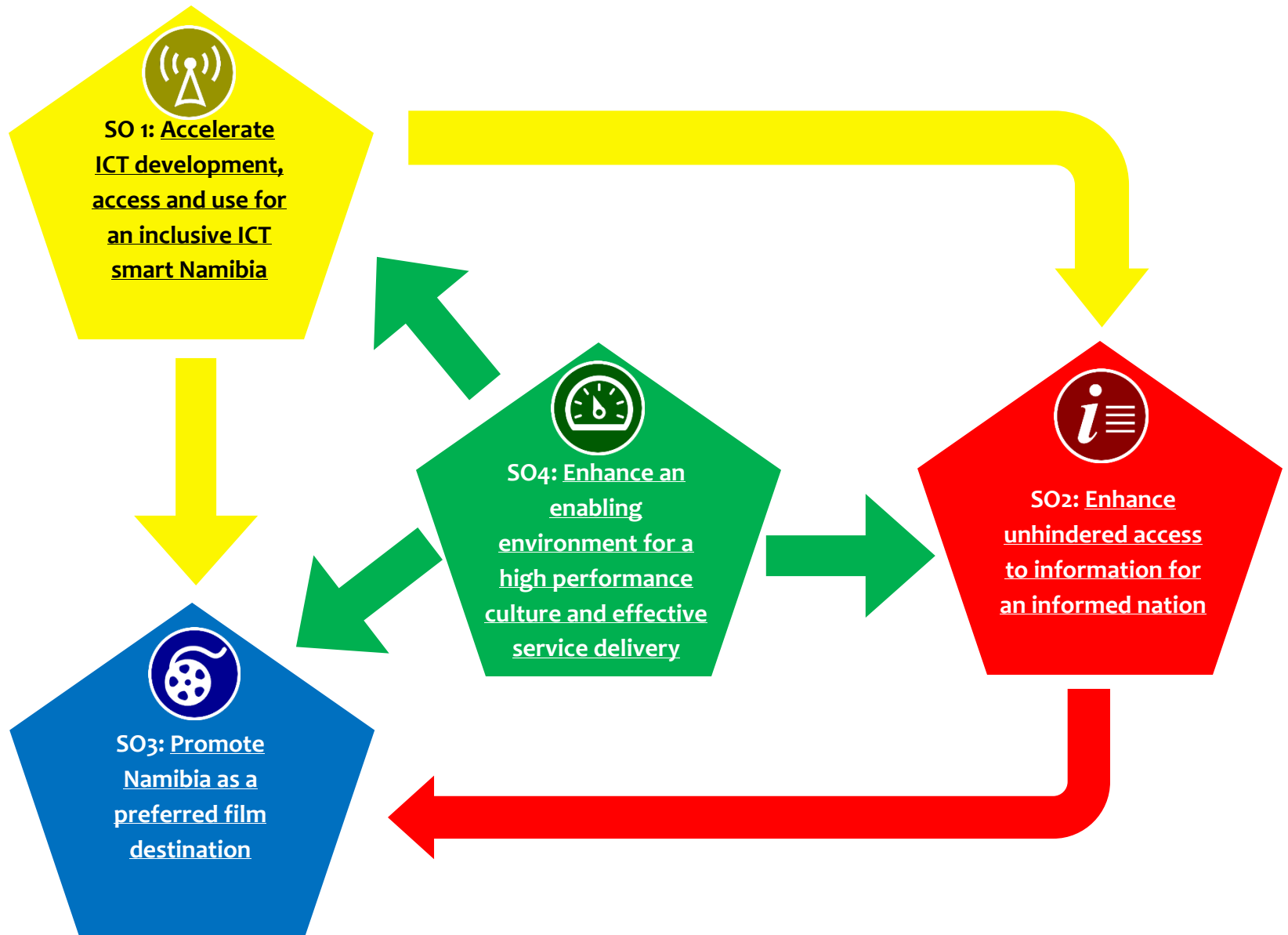
4.4. STRATEGIC OBJECTIVE (SO4):

ENHANCE AN ENABLING ENVIRONMENT FOR A HIGH PERFORMANCE CULTURE AND EFFECTIVE SERVICE DELIVERY

The following interventions will be used to enhance an enabling environment for a high performance culture and effective service delivery:

- a) Improvement of the structure and Job profiles for specialized positions;
- b) Impact assessment of ICT and information programmes and projects;
- c) Improvement of Leadership and Management practices as well as systems (including communication practices, interpersonal relations);
- d) Prioritization of ICT and information programmes and projects (**Doing more with less**);
- e) Strengthening alliances with stakeholders;
- f) Developing mechanisms for job satisfaction and improving working conditions;
- g) Strategies to enhance ICT and information learning culture;
- h) Devising incentive mechanisms.

5. OUR STRATEGIC EXECUTION FRAMEWORK



6. STRATEGIC PLAN (2017 – 22) MATRIX

Strategic Outcome	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator	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	
ICT Development (NDP5) By 2022, Namibia enjoys widespread availability of affordable and accessible full range of communication and technology infrastructure services	S01: 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	3.64	3.8	3.9	4	4.5	5	ICT Development	Project 1: Development and Review of ICT Policies and Laws	4'150		DICTD
		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	3.41	3.62	3.83	4.05	4.25	4.5		Project 2: Coordination of ICT Infrastructure Development	8'175		
		% 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%	AVM& Regional Offices	Project 3: Implementation, Monitoring and Evaluation of the ICT Policies and Laws	2'000		DICTD
												Project 4: Construction and Capacitating of ICT Centres through PPPs	10'000	365'000	AVM

Strategic Outcome	Desired Outcome	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator	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	
Information Services (NDP5 sub-pillar) By 2022, the Namibian population will have improved coverage of broadband communications, broadcasting, postal and media services to facilitate improved access to information and innovation	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, online, video, audio, Braille and campaign media as well as in local languages	Incremental	0%	20%	40%	60%	80%	100%	MCA (Print Media Affairs)	Project 1: Print and online publishing	35'000	PMA		
												Project 2: GRN campaigns roll-out	30'000			
												Project 3: Media Monitoring	1'250			
											Project 4: Communication and Public Relations	7'600				
											Project 5: Translation and Braille	30'000				
											Project 6: Community Media Support	15'000				
											Project 7: Implementation of the access to Information Legislations	480'000				
		% impact level of GRN information accessed	It measures the impact of information disseminated to all citizens country wide using various media outlets	Incremental			21%			100%	1. AVM& Regional Offices 2. PMA	Project 1: Development and implementation of Information Access Impact survey	30'000	AVM		
	So2.2 Promote Namibia as a preferred film destination	# of foreign films produced in Namibia	This indicator measures the increase of foreign films being produced in Namibia over the five (5) year period and making Namibia a preferred film destination	Absolute	136	7	7	8	8	8	AVM& Regional Offices	Project 1: Marketing and Communication Strategy	4'000	NFC		

			# of local films produced	This indicator measure the increase in local content	Absolute	5	1	2	2	2	3	AVM& Regional Offices	Project 2: Film commissioning strategy	24'000	-	
			# of Namibians employed in film industry	This indicator measures the increasing number of Namibians employed and trained in the film industry	Absolute	771	77	85	93	103	113	AVM& Regional Offices	Project 3: Capacity Development Strategy	8'000	-	

Strategic Pillars	Desired Outcome	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator 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	

Operational Excellence	(HPP) Effective Governance	SO3.1 Enhance an enabling environment for a high performance culture and effective service delivery	Namibia Government Operations Performance Index for OMAs	This index measure the overall performance maturing of the OMA by assessment of several operational indicators	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Coordination and support services	Project 1: 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 average score of all managers and chiefs of the ministry after individual Performance Appraisal.	Incremental	2.5	2.6	2.7	2.8	3.0	3.5	Performance Excellence and Support Services	Project 2: Implementation of Leadership and Management programs and systems	1'000		
			Customer satisfaction rate	This indicator measures the rate of satisfaction of the customer in the ministry's service delivery and its conformity with the Customer Service Charter	Incremental	50%	55%	60%	70%	80%	90%		Project 3: Procurement of ICT enablers/ gadgets	20'000		
													Project 4: Construction of Regional offices		200'000	
		Project 5: Alignment of job profiles and structure with Ministerial Mandate							Project 6: Staff satisfaction levels	500						

7. SITUATIONAL ANALYSIS

A number of processes were used to analyze the current situation. Among others was the SWOT, PESTLE and Stakeholder analysis. The purpose of conducting the analysis was to identify Strategic issues which then formed the foundation for Strategic pillars and Strategic objectives. Each of these analyses is further described below;

7.1. SWOT ANALYSIS

SWOT Analysis is a useful framework for analyzing an organization's strengths and weaknesses, and the opportunities and threats that the organization faces. In this regard it will help MICT focus on its strengths; overcome weaknesses minimize threats, and take the greatest possible advantage of opportunities available to it. MICT presents its SWOT below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Modern ICT tools (computers, network access, regional connectivity, tablets, cell phones, digital and still cameras) • Supportive leadership and strategic direction • Ability to implement directives • Availability of a Customer Service Charter • Decentralized print and audio visual functions to all 14 regional councils • Experienced and competent staff in key positions • Ability to provide state of the art studio equipment • National ICT laws and policies in place • Relatively young staff • Strong relationship with stakeholders and partners • Ability to cover events where media houses can' • Ability to build capacity • Ability to disseminate information • Functional up to date website <div style="text-align: right; font-size: 48px; font-weight: bold; color: white;">S</div>	<ul style="list-style-type: none"> • Outdated structure that is not aligned to the current mandate • Procrastination, lack of accountability and non-committal leading to low performance • Lack of one ministerial building which hampers efficiency • Non usage of Electronic Data Record Management System • Low level understanding of Performance Management System • Poor directorate and inter-directorate support and information sharing • Lack of direction and accountability from some managers • Need to make information easily accessible in all languages at grassroots level • Lack of support for the establishment of community media and development • Lack of reading culture • No mechanism in place to monitor and evaluate service delivery • Lack of incentives to attract technical staff • Lack of organizational culture <div style="text-align: right; font-size: 48px; font-weight: bold; color: white;">W</div>

Internal
Factor

OPPORTUNITIES

- Market gap for the development of mobile application, social media platforms and local content.
- The demand on the use of websites and social media to interact and share information on development and GRN policies with the public by all O/M/As.
- Paperless campaign type of work country wide.
- Provision of information to the public on the identified media platforms
- Namibia enjoys peace and political stability; Peace is not only a reality, but a Namibian value
- Attained gateway status of technological advancement to landlocked SADC neighbors
- Namibia considers environmental impacts with regards to policies and programs on film tourism and ICT infrastructure

O

Positive

THREATS

- Inadequate financial and human resources for Mandate execution
- Legislations with loopholes leading to corrupt practices
- Negative effects of natural disasters
- High staff turnover
- Negative effects of world economic crisis on Namibia economy
- Rural-urban disparity in ICT and information service provision
- Low ICT literacy levels
- Mismatch of skills
- Need for harmonization of policies and laws
- Ever changing technology has an effect on the structure
- Graduates that are not ready and skilled for the job market

T

Negative

External
Factor

7.2. STAKEHOLDER ANALYSIS

A **Stakeholder** is anybody/organization that can affect or is affected by the organization's strategy, programs and or projects. Stakeholders can either be internal or external. By implication they influence the success or failure of an institution. They need to be identified, their needs and their role mapped out. Equally it is important for MICT to inform the stakeholders on how they can contribute to its success. To this end the table below presents MICT's key stakeholders. **It is therefore imperative that the Ministry shall collaborate with all its Stakeholders in pursuit of being, 'A catalyst for an informed and inclusive ICT smart Namibia'.** (See table 2 for details)

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 	<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)

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"> Support, recognition and good working relations Coordination of information from OMAs 	
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 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"> Cooperation in terms of information sharing and dissemination related to policies, programs, projects and activities Implementation of policies and laws on access to information 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

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"> 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 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

Key Stakeholders	What they want from you (Expectations)	What you need from them that will enhance execution of your strategy?
Auditor General	<ul style="list-style-type: none"> To be transparent in execution of our mandate 	<ul style="list-style-type: none"> Awareness on procedures To induct Audit sessions Application of punitive measures Follow up and feedback

8. 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
1. Leadership, Commitment and Ownership:	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.
2. Teamwork	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>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>



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