Republic of Namibia

Office of the Prime Minister

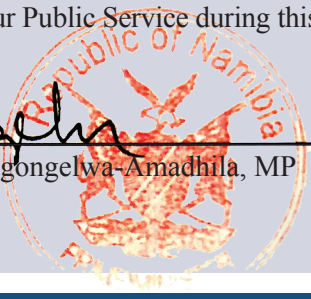**STRATEGIC** Plan
2017/2018 – 2021/2022

FOREWORD BY PRIME MINISTER

On 30th March 2017, I officially opened the Strategic Planning workshop of the Office of the Prime Minister (OPM) which was geared towards formulating a new strategic plan for the OPM. At the occasion, I left a core message with management and staff members to work towards positioning the Public Service as an Employer of Choice, whilst at the same time delivering quality public service that is responsive to the needs of our communities. I am glad to launch the Office's Strategic Plan for the period 2017/2018 - 2021/2022, which clarifies our mandate of overseeing Government administration and implementing Public Service Reforms that are geared towards efficiency in public service delivery. As you are aware, the strategic planning process was preceded by a rigorous Review of our previous 5-year Strategic Plan, and an assessment of how the Office performed in delivering the NDP4 milestones. This introspection enabled management and staff members to identify our achievements and missed targets and opportunities, and take corrective actions to improve success in the NDP5 period, which is the focus of this Strategic Plan.

I am proud to be launching a focused and streamlined Strategic Plan whose Strategic Pillars and Objectives were arrived at through a rigorous process that involved candid discussions and extensive stakeholder input. I am mindful of the need to translate strategy into action if we are to truly improve the livelihoods of our people and our communities. Our successful completion of the strategic planning process can only mean that we must begin the equally engaging task of translation these strategies into actions through our annual planning cycles, processes and tools. As an Office, we are very clear about our strategies, how we are going to measure ourselves, and the bold targets that we have set ourselves to accomplish.

I urge management, staff and partners to work together in order to meet the deliverables of this 5-year Plan. I want to take this opportunity to commit my Office's unwavering commitment and support to strategy implementation, which will the good work and earnest efforts that went into its formulation. We are resolute to commence the implementation of our strategic objectives and programmes and to sustain our commitment as we, together, embark on transforming our Public Service during this exciting period in the timeline of our country.

Honourable Dr Saara Kuugongelwa-Amadhila, MP
Prime Minister

ACKNOWLEDGEMENT BY THE PERMANENT SECRETARY

The work of producing a Strategic Plan that is aligned to the national agenda and that takes into consideration the input, views and interests of all stakeholders, is an intricate process that requires committed involvement of all key stakeholders.

I would like to extend special gratitude to the Prime Minister of the Republic of Namibia, who took time to officially launch the Strategic Planning process. Her guidance provided the OPM management team with clarity in terms of priorities for the next 5 years and direction in regards to coordinating Government business. The Prime Minister charged the office towards action.

I also extend special thanks to management and indeed to all staff of the OPM for hard work and dedication during the review and planning phases. I commend their diligent and selfless contributions towards a truly home-grown Strategic Plan. I extend my heartfelt gratitude to all OMAs/RCs who provided valued input during our rigorous stakeholder consultations. Their inputs and views provided the much needed 'customer perspective', and ultimately a 'customer-focused' Strategy. It will be inept for me not to acknowledge the key role of the Facilitator, Mr Chris Tenga, of Allaboard Africa.

Nangula Mbako
Permanent Secretary

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EXECUTIVE SUMMARY

This Strategic Plan focuses on the period of 2017/18 - 2021/2022 and was formulated to provide strategic guidance on the actions and priorities of the OPM. The rigorous review of the OPM's performance over its previous 5-year Strategic Plan, preceded the strategic planning process. This review took stock of the challenges experienced and consequently new ways and interventions of resolving those challenges were initiated. At 68% institutional performance score, the performance of the OPM during the NDP4 implementation period can be described as satisfactory, with so much headroom for improvement in the 2017/18 – 2021/22 period.

The Right Honourable Prime Minister, in her official opening remarks at the Strategic Planning workshop in March 2017, Windhoek advocated for the formulation of a Strategic Plan whose high-level strategic objectives would enable the OPM to realise its goals of positioning the Public Service as an employer of choice.   She also emphasised on the timely delivery of quality services that are responsive to the needs of customers, communities and citizens.

During the formulation of its 5-year Strategic Plan, the OPM ensured alignment with the strategic provisions of all national statements and instruments that include the Fifth National Development Plan (NDP5), Harambee Prosperity Plan (HPP), Vision 2030, the Sustainable Development Goals, and the Decentralization Policy of the Government of Namibia. In order to improve the relevance and focus of our Strategic Plan, OPM undertook to establish the views, wishes and aspirations of its customers and key stakeholders. Most stakeholders urged the OPM to improve on its visibility and accessibility, whilst enhancing its capability base in order to effectively serve line OMA's/RC's.

The Situational Analysis, which integrated internal and external environmental review through SWOT and PESTLE tools, identified OPM's current strengths, weaknesses, opportunities and threats. A detailed outline of this situational analysis exercise is provided through the SWOT Analysis section of the Strategic Plan. From all its situational analysis efforts, the OPM identified Nine (9) Strategic Issues that the 2017/2018-2021/2022 Strategic Plan must address. These include the need to improve coordinated communication, proactive engagement of OMAs, improved implementation of key Government programmes, strengthening the M&E function, and enhancing research capabilities within the Ministry.

After understanding its strategic issues, the OPM then embarked on crafting its strategy, which is anchored on Three (3) Desired Outcomes of NDP5, Five (5) Strategic Pillars, Seven (7) Strategic Objectives, Twenty Nine (29) Key Performance Indicators, and Twenty One (21) Programmes. The key Programmes to be delivered in the next 5 years include Public Service Innovation Management, Employee Engagement, Public Sector Values Entrenchment, Strengthening Governance, Wage Bill Management, Whole Government, E-Governance, PMS, Human Resource Management, Stakeholder Engagement, Citizens Engagement, Disaster Risk Reduction, and Public Sector Operational Risk Management.

It is important to note that OPM's Strategic Plan reflects its role of coordinating policies and programmes implementation across the public service. Our Strategic Plan also outlines and explains the Three (3) most strategic risks that could derail its successful implementation. These include budget suspension/cuts, skills flight and stakeholder cooperation. However, in order to mitigate these risks, Four (4) Critical Success Factors have been identified, which include policy harmonization, skills development and retention, resource mobilization and efficient deployment, as well as fostering stakeholder cooperation.

LIST OF ABBREVIATIONS

AA	Affirmative Action
BPR	Business Process Re-engineering
CS	Cabinet Secretariat
CSS	Citizen Satisfaction Survey
CSF	Critical Success Factors
DAITM	Department of Administration & Information Technology Management
DDRM	Directorate of Disaster Risk Management
DRM	Disaster Risk Management
DPSIR	Directorate of Public Service Innovation and Reforms
DPSITM	Department of Public Service Information Technology Management
DPSM	Department of Public Service Management
EDRMS	Electronic Documents and Records Management System
e-GSAP	e-Government Strategic Action Plan
PMB	Prime Minister's Bureau
PMS	Performance Management System
POBCS	Public Office Bearers Commission Secretariat
GIPF	Government Institution Pension Fund
GRN	Government of the Republic of Namibia
HCMS	Human Capital Management System
HPP	Harambee Prosperity Plan
ICT	Information and Communications Technology
KPI	Key Performance Indicator
LAs	Local Authorities
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MP	Member of Parliament
NDP	National Development Plan
NIPAM	Namibia Institute of Public Administration and Management
NQF	Namibia Qualifications Framework
OD	Organisational Development
O/M/As	Offices, Ministries and Agencies
OPM	Office of the Prime Minister
PCO	Project Coordination Office
PMB	Prime Minister's Bureau
PMS	Performance Management System
POBCS	Public Office Bearer's Commission Secretariat
PS	Permanent Secretary
PESTEL	Political, Economic, Social, Technological, Legal, Environment
RCs	Regional Councils
SDG's	Sustainable Development Goals
SO	Strategic Objective
SP	Special Projects
ST	Strategic Target
SWOT	Strengths, Weaknesses, Opportunities, Threats

1. INTRODUCTION

1.1 Introduction and Background

The Government of the Republic of Namibia is focused on improving the performance of all its institutions and employees for the benefit of its citizens. Consequently, all arms of Government and their entities are expected to periodically review their performance and refocus their strategies to the needs of the day as dictated from time to time by national priorities and initiatives. Those strategic reviews and planning processes are ought to be aptly guided by NDPs that set the context for strategic planning by providing high level guidance on the achievements intended by Government in the next 5 years.

After the publication of the NDP5, the OPM, like all other OMAs, was expected to formulate its Strategic Plan through which it would clearly demonstrate how it intends to operationalise provisions and contained within NDP5 cascade these down to operational levels via the Strategic Plan. It is in this context that this Plan was formulated. It is expected that it will guide the everyday decisions and actions of all staff members in the Office, so that their efforts and outcomes remain aligned with the national vision and priorities of Government as articulated in the various National Statements and policy Instruments.

1.2 The Purpose of Strategic Plan

Organizations cannot operate without clear guidance on the strategic direction (where they are headed), strategic priorities (their areas of key focus), strategic plans (how they will deliver on their priorities), and Key Performance Indicators (how they can assess and report on their performance in their journey to towards purpose and vision realisation). The purpose of a Strategic Plan is simply to align the goals and objectives of the organisation to its vision and mission, whilst ensuring that the organisation's key resources - financial, human and otherwise - are directed at achieving its priorities in the context of its vision. Our Strategic Plan is focused on the same.

It is envisaged that through the Strategic Plan, the vision and mission of OPM is clearly articulated, strategic objectives clarified, and KPIs formulated to mark and communicate the Office's progress towards meeting its strategic objectives. We hope that through this Strategic Plan, the Office's efforts remain aligned to the national vision and national objectives as articulated in various National Statements and Instruments.

1.3 Major Achievements of the Last Strategic Plan

The 2012/2013 - 2016/2017 period saw several achievements made and significant milestones accomplished. With an overall 5-year Strategy Implementation Score of 68%, most Departments and Directorates delivered satisfactorily on their 5-year Plans. The OPM implemented over 98% of its 5-year budget, which denotes expenditure of most of its approved budget.

OPM managed to comply fully with the Affirmation Action Act, which led to the granting of the Certificate of Compliance.

The Office pursued aggressive improvements in customer service in the Public Service, with 16 Customer Service Charters developed launched. Further to this, the PMS and BPR Programmes were launched, cascaded and institutionalised across all OMAs. With regards to PMS, most staff members from across the Public Service signed Performance Agreements. The first ever citizen Survey was conducted during 2012/13 and the second one was completed in the 2016/17 financial year. Suggestion Boxes guidelines were also developed and distributed to O/M/As for implementation

High on its agenda was the need to cultivate and entrench innovation in the Public Service. The OPM hence developed a concept paper and TORS for the Public Sector Innovation Policy. This then led to the formation of public service innovation network, and training of public service employees from various OMAs. The Office also clustered, organised and held workshops to cascade the African Charter on values principles. This was followed by the hosting of two consecutive Africa Public Service celebration days during 2012/2013.

On the Organizational Development front, a new Job Evaluation and Grading System was designed for the Public Service, and implemented on 1 April 2013. This resulted in notable improvements in the management and administration of equity in the Public Service. Amendments to the Public Service Act and Regulations were also effected, which led to the Draft Bill for the Public Service Act.

Significant milestones were also recorded in the Public Service Information Technology Management function. The 5 years witnessed the formulation and/or updating of GRN's Websites guidelines and standards. The e-Governance Strategic Action Plan was launched. Implementation of key projects such as Interoperability Solution started and is viewed as continuation of e-Government Strategic Action Plan for the Public Service of Namibia (e-GSAP). Government also adopted COBIT[1] and ITIL[2] governance frameworks and aligned its overall IT Policy to these best practice Frameworks. The first online service, ID application status enquiry was launched. Business portal was created for the Government Institutions Pension Fund (GIPF) to perform ID and Death related enquiries. Several other online services were successfully launched.

For the POBC Secretariat, implementation of 1st Review Report was coordinated. The Directorate of Disaster Recovery and Management crafted, launched and implemented the Regulatory framework for Disaster Risk Reduction.
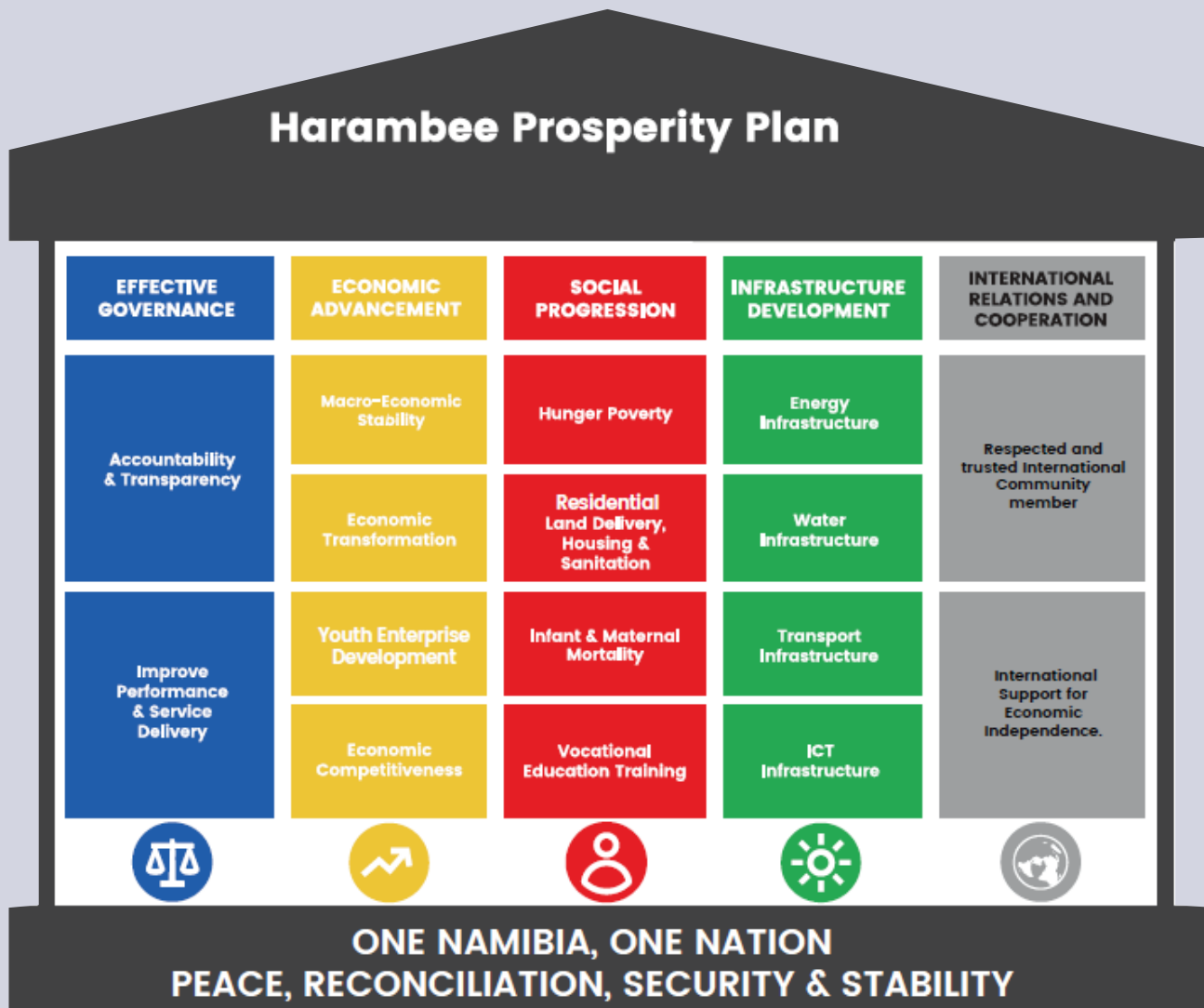
As the OPM enters the 2017/2018-2021/2022 period of the NDP5, it is well poised to build on its past achievements and consolidate the initiatives and programmes that commenced during the last strategic plan implementation period.

1.4 Linkage with High Level Initiatives

As part of the strategic planning process, OPM undertook to ensure that its Strategy is aligned to the National Founding Statements, and that they are providing the core pillars upon which the Strategy is anchored. A rigorous exercise was undertaken to unpack the provisions of the NDP5 and the HPP, and establish the Desired Outcomes that are under the ambit and responsibility of OPM. This Section outlines areas that were identified from these Founding Statements, and explain the specific issues that OPM will be focusing on in the 2017/2018 – 2021/2022 strategic period.

1   COBIT stands for Control Objectives for Information and Related Technology. It is a framework created for IT governance and management.

2   ITIL, formally an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business.

1.4.1 Alignment with Harambee Prosperity Plan (HPP)

Harambee Prosperity Plan

EFFECTIVE GOVERNANCE	ECONOMIC ADVANCEMENT	SOCIAL PROGRESSION	INFRASTRUCTURE DEVELOPMENT	INTERNATIONAL RELATIONS AND COOPERATION
Accountability & Transparency	Macro-Economic Stability	Hunger Poverty	Energy Infrastructure	Respected and trusted International Community member
	Economic Transformation	Residential Land Delivery, Housing & Sanitation	Water Infrastructure	
Improve Performance & Service Delivery	Youth Enterprise Development	Infant & Maternal Mortality	Transport Infrastructure	International Support for Economic Independence.
	Economic Competitiveness	Vocational Education Training	ICT Infrastructure	

ONE NAMIBIA, ONE NATION
## PEACE, RECONCILIATION, SECURITY & STABILITY

The in-depth analysis and unpacking of the Harambee Prosperity Plan revealed that of the seven (7) Desired Outcomes that are espoused, two (2) of these directly fall under the ambit and responsibility of OPM. These are; (i) Accountability and Transparency, and (ii) Improved Performance and Service Delivery. Under these 2 Pillars, the HPP provides very specific deliverables that OPM in collaboration with other OMAs must deliver. These includes:

- The deployment of e-governance to cover all OMAs/RCs and public agencies by 2020 in order to promote transparency and accessibility; standardization of Government's online presence to make Government accessible to citizens;

- Coordination of the strategic planning, review and reporting process in order to fully cascade the HPP and NDPs;

- Implementation of a Performance Management System across the Public Service; and

- Implementation of an annual Citizen Satisfaction Survey (CSS) to measure response and turnaround times of Government, with a view to inculcate a 'service mentality' and culture across the Public Sector.

1.4.2 Alignment with the Fifth National Development Plan

- NDP-O1. Inclusive, Sustainable & Equitable Economic Growth;
- NDP-O2. Capable and Healthy Human Resources;
- NDP-O3. Sustainable Environment and Enhanced Resilience;
- NDP-O4. Good Governance through Effective Institutions;
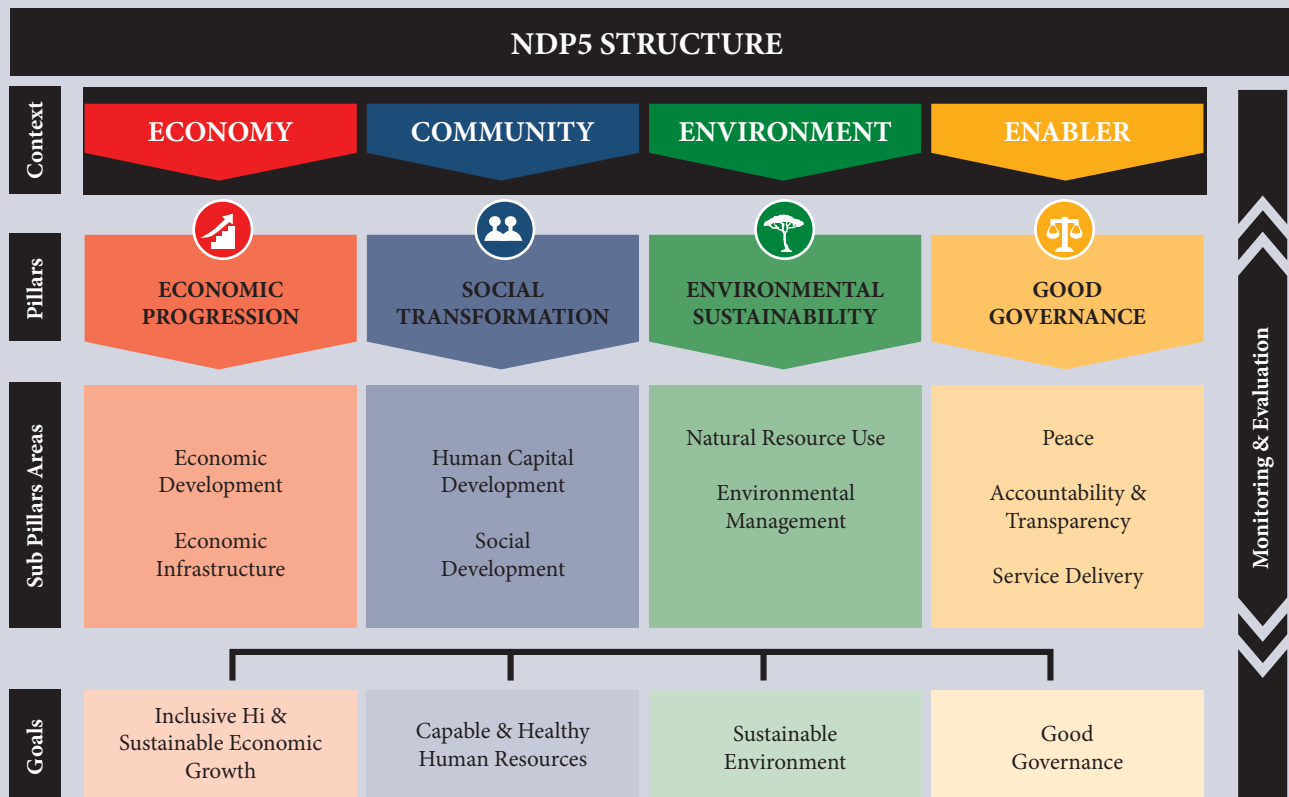
NDP5 Game Changers are:

- Increase investment in infrastructure development;
- Increase productivity in agriculture, especially for smallholder farmers;
- Invest in quality technical skills development;
- Improve value addition in natural resources; and
- Achieve industrial development through local procurement.

The Fifth National Development Plan (NDP5) whose theme is *"Working Together Towards Prosperity"* is organized around Four (4) Pillars and Five (5) Game Changers.

As part of the strategy formulation process, OPM sought to establish and understand the Desired Outcomes that are espoused in NDP5. OPM will contribute to 5 Sub-Pillars which are; (i) Economic Infrastructure - ICT, (ii) Human Capital Development and productivity, (iii) Social Development, (iv) Service Delivery; and (v) Environmental Management.

Through these Sub-Pillars, OPM will contribute to the attainment of NDP5 objectives which are listed therein.

Code	Pillar and Desired Outcome	Office of the Prime Minister 's Channel of Contribution
HPP01	Accountability and Transparency Pillar	Improve Public Service performance on Accountability and Transparency
HPP02	Public Service Performance and Service Delivery Pillar	Ensure management cadres achieve 80% performance score
HPP14	ICT Infrastructure Pillar	E-Governance enablement in all Government Agencies by 2020
NDP5-2.4.4	Information Communication Technology Pillar	100% of Public Agencies enabled for E-Government
NDP5-2.7	Economic Progression Pillar - Research and Innovation	Improve Namibia's Innovation ranking to 80 in the Global Innovation Index
NDP5-3.2.5	Social Progression Pillar - Health and Nutrition	Develop healthy Public Service employees (67.5% Life Expectancy)
NDP5-3.2.6	Social Progression Pillar - Gender and Equality	Improve the Percentage of women at all levels in the Public Service
NDP5-3.2.7	Social Progression Pillar - Housing and Land	Improve access of Public Service employees to housing facilities
NDP5-4.2	Environmental Sustainability Pillar - Climate Change	Reduce the impact of Natural Disasters and Mitigate Disaster Risk
NDP5-7	Monitoring and Evaluation Pillar	Ensure cascading of NDP5 across Public Service, coordinate M&E of NDP5

1.4.3 Linkage with Vision 2030

In 2004, Namibia adopted Vision 2030, which is a national statement on the country's development programmes and strategies to achieve its national objectives. Vision 2030 focuses on eight themes to realise Namibia's long-term vision, which are:

- Inequality and Social Welfare;
- **Human Resources Development and Institutional Capacity Building;**
- Macro-economic issues;
- Population, Health and Development;
- Namibia's Natural Resources Sector;
- **Knowledge, Information and Technology; and**
- **Factors of the External Environment.**

The OPM has been instrumental in delivering under the Human Resources Development and Institutional Capacity Building theme. With Vision 2030 explicitly stating that *"Capacity building will be pursued with the utmost vigour by both the private and public sectors to support the objectives of Vision 2030"*, OPM will lead strategic initiatives to develop crosscutting capacity across the Public Service. In this Strategic Plan, OPM will continue to strengthen human resource skills and deliver various interventions aimed at strengthening the capacity of OMAs & RCs for effective service delivery to Namibian citizens. OPM will also foster the creation and sharing of knowledge and information through ICTs across OMAs/RCs by championing E-Government initiatives, whilst comprehensively addressing External Environmental Management issues through this Strategic.

1.4.4 Linkage with Sustainable Development Goals

Sustainable Development Goals (SDGs), also known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These Seventeen (17) Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected - often the key to success on one will involve tackling issues more commonly associated with another.

OPM will be involved in delivering Six (6) of the SDG Goals, which include fostering innovation and infrastructure (ICT), creating strong institutions (governance), climate action (disaster management), decent work and economic growth (employment), gender equality (employment), and good health and wellbeing (employment).

1.4.5 Linkage with Decentralization Policy

Namibia's Decentralization Policy, which was adopted by both Cabinet and the National Assembly, provides the basis and a framework for Government to devolve functions, responsibilities, powers and resources to the lower levels of Government namely; regional and local governments within the framework of a unitary state based on national ideas and values. Decentralization will enable faster decision-making, the process of discharging government services less bureaucratic and cost effective for citizens, and bring the citizens to the centre of government through local government functions and structures. In this Strategic Plan, OPM will identify specific functions for devolution to local government, in order to fulfil the objectives of the Decentralization Policy.

As we gradually decentralize the identified functions within OPM, we will ensure that the process is properly scaled, starting with delegation of functions before ultimately fully decentralizing agreed functions while in the meantime making sure that we develop capacity in local government structures to eventually fully execute decentralized functions.

2. HIGH LEVEL STATEMENTS

Our Mandate

To coordinate the Executive Function in Parliament, the work of Cabinet, and Public Service, for a result-driven service delivery to citizens

Our Vision

A better Namibia that is driven by an innovative and citizen-centric Public Service.

Our Mission

To act as centre of expertise that transforms, facilitates, coordinates and capacitates public service for effective service delivery

Core Values

Accountability	Taking responsibility for our actions
Integrity	Being honest and ensuring systems and procedures are rules compliant
Accessibility	Making ourselves available at all times to meet customer expectations
Transparency	Our decisions are overt and not open to criticism
Responsiveness	Providing services when they are needed
Innovative thinking	Always looking for solutions to our challenges
Diversity and equality	Treat others with respect and in a manner that we would want to be treated

3. SITUATIONAL ANALYSIS AND STRATEGIC ISSUES

3.1 Situational Analysis Framework

Strategy is defined as the bridge between vision and mission (intent) on the one hand, and the prevailing situation, on the other hand. The OPM sought to formulate a Strategy that is attuned to the strategic issues obtaining in its operating environment. To achieve this, OPM embarked on an in-depth Situational Analysis through several sessions at both institutional and departmental / directorate levels. The sessions established OPM's institutional strengths and weaknesses, and provided a view of the opportunities and threats that the Institution is currently exposed to (See Annexure 1). OPM also undertook to establish the views and perspectives of its key stakeholders, and their input into the resultant Strategy.

After a stakeholder mapping exercise at Departmental and Directorate levels, Questionnaires were sent to specific stakeholders to provide candid feedback on OPM's performance, and suggest areas of improvement in the new strategic period. The feedback from the institution's key stakeholders was incorporated into the list of Strategic Issues, and the Institution's Strategy has fully incorporated this priceless feedback. Lastly, the Institution reviewed the Fifth National Development Plan and the Harambee Prosperity Plan in order to identify the Desired Outcomes that its Strategic Plan needed to deliver upon. The result of this Situational Analysis process and scope was a comprehensive list of strategic issues that OPM utilized as a basis for formulating its own Strategic Objectives and Key Performance Indicators. The SWOT Matrix below summarize OPM's current situation as was arrived at through the various situational analyses processes.

3.2 SWOT Analysis

DIMENSION	IDENTIFIED FACTORS	STRATEGIC ISSUES
1. STRENGTHS	• A Constitution that clarifies the role of the Office of the Prime Minister (OPM). Powers and functions of the Prime Minister in terms of the Public Service Act 1995, (Act 13 of 1995). • Well-articulated, strategically pitched National Founding / Guiding Documents that clarify national direction, goals and priorities (Vision 2030, HPP, NDPs, MDGs, etc.), and which invoke a sense of urgency on implementation. • Political stability that is instrumental in attracting progressive regional and international partnerships in the various spheres on social and economic development. • A robust planning framework and process that is widely understood and accepted across all Government levels and that cascades into a Performance Management process at key management levels across the Public Sector.	• Streamline OPM Service Model to eradicate overlaps and duplications • Link strategic planning and PMS to National Direction for maximum impact • Tap in Government relationships for Research, Innovations and Knowledge Sharing • Leverage and strengthen on Strategic Planning and PMS processes.
2. WEAKNESSES	• A 'Silo' operating situation within OPM Units that is preventing the Institution from realizing the gains of a more collaborative approach, which harnesses the skills and strategic initiatives of each Department / Directorate.	• Develop and implement mechanisms to improve coordination of OPM Units

DIMENSION	IDENTIFIED FACTORS	STRATEGIC ISSUES
2. WEAKNESSES	• OPM has been portrayed by OMAs & RCs (its customers) as lacking 'responsiveness' when it comes to advisory and implementation support. A term such as 'inaccessible' and 'reactive' demonstrates that OPM is weak in this dimension.	• Strengthen OPM's Customer engagement framework and process
	• OPM has lack of highly specialized Functional experts / skills in the key areas of its operations. These areas include Legal expertise, IT expertise, OD expertise, Strategic Planning and PMS expertise, etc.	• Develop and Implement an internal Skills Development Programme in OPM
	• Implementation of strategic projects in OPM is currently poorly coordinated, with negative results on the impact of these Programmes. Examples of Programmes highlighted by customers include PMS, e-Government, EDRMS, HCMS, to name a few.	• Improve collaboration with OPM aimed at delivering Programmes in OMAs/RCs
	• The public service is still very 'manual' in operation. This is negatively affecting service delivery and increasing the cost of doing business. There is need and opportunity for automation and migration to a 'paperless' office model	• Leverage on ICT infrastructure to automate operations
3. OPPORTUNITIES	• The strong political will on the part of the Political Leadership can be leveraged to translate into stronger support for initiatives and programmes aimed at strengthening public service delivery.	• Secure political support for strategic programmes to widen buy-in and position for success
	• The strong drive on transparency and accountability; e.g. PMS, asset and interests declaration, etc., by top leadership, can be leveraged to strengthen Governance and enhance performance in the Public Service.	• Leverage on the drive to strengthen transparency and accountability in the Public Service.
	• The creation of a Project Coordination Office (PCO) in OPM can become a game changing opportunity to strengthen OPM's programme and project formulation processes, & intensify relevance and impact to OMAs & RCs.	• Feasibility assessment for modalities and service model of the PCO
	• This Strategic Plan presents an opportunity for Capacity Development of highly specialized Skills and expertise in OPM (OD, legal, Strategic planning, PMS, ICT, etc.) as well as Leadership Skills within the entire Public Service.	• Strategic Skills Audit exercise to identify Gaps in specialized OPM Skills
	• Technology strides at global level and ICT Infrastructure at National and public service levels, can now be harnessed to accelerate e-Government, streamline processes, and improve efficiency is service delivery	• Implement specific initiatives to leverage on Technology

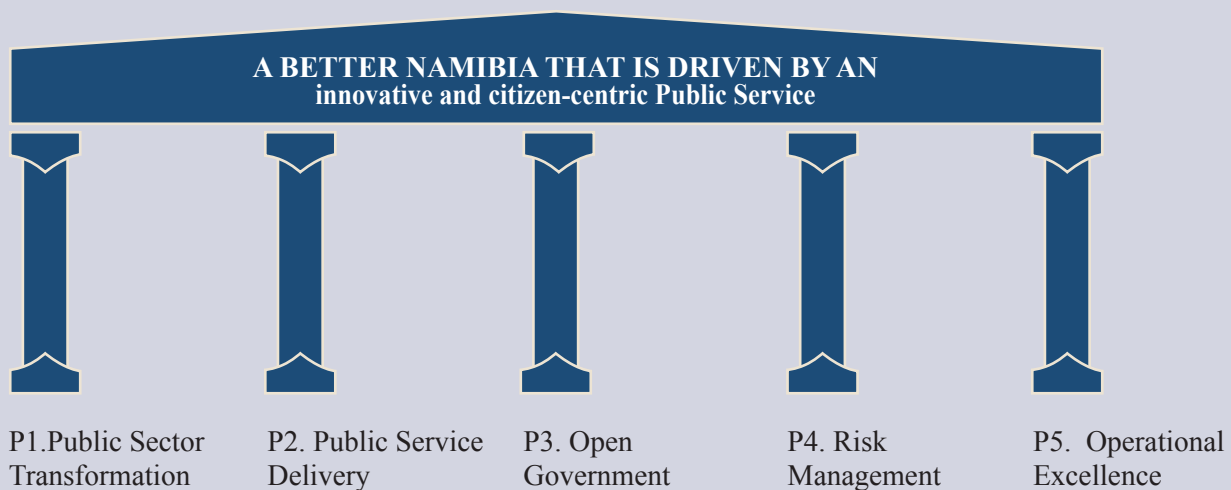| DIMENSION	IDENTIFIED FACTORS	STRATEGIC ISSUES
4. THREATS	• Size of the Public Sector causing a high wage bill. This is threatening the sustainability of the Public Sector as an institution, and hampering efforts to transform the Public Sector into an 'Employer of Choice'. • Labour Unions activism due to various factors that include inflation, income inequalities, the threat to job security, etc., is putting pressure on Government to improve remuneration at a time where affordability is low. • The combined effect of slow economic growth, inflation and currency / interest rate fluctuation, combined with austerity measures in place, may hamper the realization of strategic projects that are deemed critical to the desired outcomes spelt in NDP5 • Namibia' cultural diversity, whilst rich, may in certain instances hampered the creation of a strong public service culture, • Namibia remains vulnerable to Natural Disasters such as drought, floods, pests, epidemics, etc., which is likely to be exacerbated by climate change. This puts pressure on the Fiscus at a time where austerity on expenditure is a priority.	• Various interventions required to contain size of Public Service whilst improving employer brand • Improved public sector leadership and better employee engagement • Need to improve efficiency i.e. achieve more with less – requires an innovative approach at all levels • Creation and entrenchment of a Public Service culture is important to mitigate against negative sub-cultures • Mainstreaming Disaster Risk • Management to improve the impact of Sectoral initiatives.

4. STRATEGIC ISSUES

In order to craft a Strategy that is responsive to the needs of its customers and key stakeholders, the OPM sought to establish and incorporate the views and inputs of its core customers (OMA/RCs) and key stakeholders into its 2017/2018 - 2021/2022 strategy. Questions that sought to establish the challenges that OMAs and RCs encounter in dealing with the OPM were sent to several institutional respondents. The result of this exercise was an insight into the challenges that OPM's 2017/2018 - 2021/2022 Strategic Plan would need to address decisively. These challenges include;

1. Lack of a more coordinated approach when communicating with OMAs and RCs
2. Poor consultative processes that lead to reactive customer engagement
3. Poor delivery of key programmes such as PMS, HCMS, EDRMS, e-Governance
4. OMAs & RCs insufficiently capacitated for effective programme implementation
5. Poor coordination of implementation of strategic programmes and policies
6. Poor responsiveness, visibility and accessibility of OPM to OMAs & RCs
7. Insecure and/or poorly protected strategic information assets
8. Inadequate research, innovation & knowledge management capabilities within OPM
9. Inadequate monitoring, evaluation & reporting tools and process

5. STRATEGIC PILLARS & STRATEGIC OBJECTIVES

5.1 Strategic Pillars

The formulation of OPM's vision and mission, the articulation of the Institution's mandate, and the unpacking of the Founding Statements (NDP5 and HPP), provided OPM with a basis for formulating its Strategic Pillars. The Strategic Pillars provide OPM with the anchors upon which the Institution's Strategic Objectives and KPI's Framework sit. These Strategic Pillars act as the basis for the Institution's priorities, activities and investments in the 2017 - 2022 Strategic Period.

A BETTER NAMIBIA THAT IS DRIVEN BY AN
innovative and citizen-centric Public Service

| P1.Public Sector Transformation | P2. Public Service Delivery | P3. Open Government | P4. Risk Management | P5. Operational Excellence |

5.2 Strategic Objectives

Strategic Objectives (SOs) are the desired aims and outcomes that OPM seeks to accomplish during the strategic period. SOs identify the areas the Institution's will focus on, in response to its situational realities as it seeks to fulfil its mandate, realize its vision and accomplish its mission. The SOs provide a basis for the Institution's KPI Framework i.e. what OPM will monitor, measure and report on, on an ongoing basis in the next 5 years.

SO1 Champion and institutionalize Innovation - **P1.1**
SO2 Ensure effective leadership and good governance - **P1.2**
SO3 Accelerate performance improvement in the public service - **P2.1**
SO4 Leverage E-Governance and ICT infrastructure- **P3.1**
SO5 Promote responsiveness and accountability to citizens- **P3.2**
SO6 Effectively coordinate Disaster Risk Management- **P4.1**
SO7 Enhance organisational performance culture- **P5.1**

Republic of Namibia

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6. OPM STRATEGY MATRIX

6. OPM STRATEGY MATRIX *(continued from page 18)*

DO	Pillar	SO	KPI	Indicator Definition	Indicator Type	Base-line	Annual Targets					ST	Programme	Project	Budget $ 000		Responsible Unit
							Y1	Y2	Y3	Y4	Y5				Operational	Developmental	
By 2022, Namibia has improved service delivery to the satisfaction of the citizens	P1. Public Sector Transformation and Innovation	SO1 Champion and institutionalize Innovation - P1.1	% Progress toward the development of the innovation policy & Reform Policy	Developed innovation policy & Reform Policy for Public Sector Transformation & Innovation.	Incremental	0%	-	35%	50%	75%	100%	100%	Public Service Innovation Management	Innovation policy coordination, monitoring and evaluation.	9 000		DPSIR
			% Progress toward the development of the Knowledge Management Strategy (KMS)	Development of Public Service Knowledge Management Strategy	Incremental	0%	-	40%	100%	-	-	100%	Knowledge Management	Knowledge Management Strategy			DPSIR
		SO2 Ensure effective leadership and good governance - P1.2	% of coordination of policy making process	Coordination of policy initiation, formulation and monitoring implementation.	Absolute	100%	100%	100%	100%	100%	100%	100%	Policy Coordination	Policy coordination, monitoring and evaluation	90 000		CS
			% of Wage Bill and related staff expenses contained	Wage bill and related staff expenses contained at 48% of the appropriated budget by year 2020	Absolute	49.5%	53%	53%	53%	48%	48%	48%	Contain the growth of the public sector wage bill	Wage bill containment strategy			DPSM

6. OPM STRATEGY MATRIX *(continued from page 19)*

DO	Pillar	SO	KPI	Indicator Definition	Indicator Type	Base-line	Annual Targets						Programme	Project	Budget $ 000		Responsible Unit
							Y1	Y2	Y3	Y4	Y5	ST			Operational	Developmental	
By 2022, Namibia is the most transparent and accountable nation in Africa	P2. Public Service Delivery	SO3 Accelerate performance improvement in the public service - P2.1	% Progress in development of One-Stop Centre Framework	One-Stop Centre Framework developed	Incremental	0%	-	20%	50%	100%	-	100%	Whole Government Approach	One-Stop -Service Centre	500		DPSIR,
			% of PMS and BPR implementation monitored	Monitoring implementation of PMS and BPR in OMAs and RCs.	Incremental	100%	100%	100%	100%	100%	100%	100%	Public Service Performance Management	Public Service Performance Improvement (PMS & BPR)		2 000	DPSM
			%Development and review of HR, Remuneration & Industrial Relations Frameworks	Development and review of HR, Remuneration & Industrial Relations Frameworks	Incremental	50%	60%	98%	100%	-	-	100%	Human Resource Management	Conditions of employment and Remuneration & Industrial Relations			DPSM

DO	Pillar	SO	KPI	Indicator Definition	Indicator Type	Base-line	Annual Targets						Programme	Project	Budget $ 000		Responsible Unit
							Y1	Y2	Y3	Y4	Y5	ST			Operational	Developmental	
By 2022, Namibia is the most transparent and accountable nation in Africa	P3 Open Government	SO4 Leverage E-Governance and ICT infrastructure- P3.1	% of key Government Services accessible Online	Increase in key Government Services accessible Online (20 Key Government Services identified)	Incremental	0%	20%	40%	60%	80%	100%	100%	E-Governance	Service Automation	2 500		DPSITM
		SO5 Promote responsiveness and accountability to citizens- P3.2	% citizens Satisfaction Rating	The perception of citizens in terms of service delivery (expressed as Satisfaction Rating)	Absolute	55%	60%	65%	70%	70%	70%	70%	Citizen Engagement	Citizens Satisfaction Survey	1 500		DPSIR

6. OPM STRATEGY MATRIX *(continued from page 20)*

DO	Pillar	SO	KPI	Indicator Definition	Indicator Type	Base-line	Annual Targets						Programme	Project	Budget $ 000		Responsible Unit
							Y1	Y2	Y3	Y4	Y5	ST			Operational	Developmental	
By 2022, Namibia is sustainably managing its environment and climate resilient.	P4 Risk Management	SO6 Effectively coordinate Disaster Risk Management- P4.1	% of DRR Framework developed	DRR framework developed	Incremental	0%	50%	80%	100%	-	-	100%	Disaster Risk Management	Disaster Risk Reduction	1 250		DDRM
	P5 Operational Excellence	SO7 Enhance organisational performance culture- P5.1	% of budget execution	Level of budget execution rate	Absolute	96%	98%	99%	99%	99%	99%	99%	Financial Management	Budget execution	12 500	40 527	DAITM
GRAND TOTAL															**119 250**	**40 527**	

7. RISK ASSESSMENT

6.1. Budget suspension/ cut

The implementation of this Strategy hinges on adequate minimum funding of identified and planned Projects. Budget cuts and/or recalls remain a risk for as long as the current and necessary aggressive cost containment thrust is in place.

6.2. Skills Flight

Office of the Prime Minister develops expert skills and highly competent staff. The flight of critical skills from OPM into other OMAs and even into the private sector altogether remains a real threat to successful delivery of this Strategy.

6.3. Stakeholder Cooperation

This Strategy is highly stakeholder-driven. The risk of reform-fatigue that was expressed by our key stakeholders during the situational analysis phase, remains very high. Stakeholder apathy could slow down implementation of the Strategy.

8. CRITICAL SUCCESS FACTORS

Critical Success Factors (CSFs) are indicators of success, and those essential areas or activities that, if done well, will ensure successful execution of the strategy. OPM has identified Critical Success Factors (CSF) that will spur implementation of the strategy and accelerate performance towards achieving its institutional vision. The OPM has identified the following CSFs:

Item No.	Critical Success Factor	Description
1	Policy Harmonization	It is critical to have the various conflicting and in some cases weak legislations harmonized, strengthened and aligned to enable the OPM to effectively execute its mandate of leading Government business in Parliament and oversee performance of OMAs and RCs.
2	Skills	OPM is expected to lead cross cutting Government interventions in the form of innovations and advisory. This requires a competent workforce that is highly knowledgeable of national instruments and how the strategies of OMAs & RCs align with National goals
3	Resources	Resources in terms of adequate budget support, ICT infrastructure, equipment and instruments, is critical to OPM's successful implementation of the strategy in order to drive mandate.
4	Stakeholder Corporation	Stakeholder corporation is critical. OPM's ability especially to coordinate effectively with all other Ministries, will spell success on its efforts to create a High Performing public service for Namibia.

APPENDIX 1. STAKEHOLDER ANALYSIS

Name of Stakeholder	Their Needs and Expectations	Our Needs and Expectations
O/M/As and RCs	Policy frameworks and guidelines, technical support or expertise and advice, regular feedback	Implementation and adherence, submission of reports, feedback on effectiveness and impact.
Office of the President	Regular updates on Policy and Programme coordination, technical expertise and advice,	Political direction and guidance, updates on national programmes, administrative and technical support
NIPAM & Local Universities	Training needs/Budget/Policy/ Plans, workforce statistics, commitment and coordination, communication, venues	Research and benchmarking, Programme / curriculum development, delivery, quality assurance, reasonable pricing, NQF accreditation.
Government Institutions Pension Fund	Information on employees, accurate employee database, employer contributions.	sound investments, high yield / return, good record management, timely service, and periodic updates
Social Security Commission	Reports, timely Employee and Employer contributions, accurate employee database	DSM benefits administration, timely service, update and safeguard of benefits and records
Employment Equity Commission	Timely submission of AA reports and plans, coordination with OMAs and RCs, enforce compliance	Compliance certificates, submission dates, training of AA committees, reviewing reports, AA annual action plan
Implementation Partners / Service Providers	Committed engagement, role clarity, direction and SLAs, commitment to contractual obligations	Committed engagement, effective implementation and quality output, commitment to contractual obligations
Public Service Commission	Submissions for recommendations, seek advice and consultations on policies,	Provide recommendations and advice, auditing
Attorney General's Office	Legal consultations,	Legal opinion/ advice
Media Houses	Responsiveness of the Office, accurate and timely Information, expedient clarification of issues	Positive working relationships, accurate reporting

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