



REPUBLIC OF NAMIBIA
Office of the Prime Minister

PUBLIC SECTOR **INNOVATION POLICY**

2020



TABLE OF CONTENTS

ACKNOWLEDGEMENTS	iii
FOREWORD	iv
ACRONYMS AND ABBREVIATIONS	x
GLOSSARY	xii
EXECUTIVE SUMMARY	xiv
1. BACKGROUND	1
1.1 Global Trends: Challenges and Opportunities	1
1.2 National Context	2
1.2.1 Geography and economy	2
1.2.2 National political and socio-cultural foundations.....	4
1.2.3 Policy instruments and legislation	6
1.2.4 Namibia's Public Sector: Challenges and Reforms	7
1.3 Innovation in the public sector: conceptual underpinnings	8
2. RATIONALE AND POLICY ALIGNMENT	11
2.1 Rationale	11
2.2 Policy alignment.....	11
3. VISION, MISSION, OBJECTIVES	12
3.2 Mission Statement	12
3.3 Policy Objectives.....	12
4. GUIDING PRINCIPLES	13
5. STRATEGIC PRIORITIES AND INTERVENTIONS	14
5.1 Strategic priority 1: Nurture a national culture of creativity and innovation.....	14
5.2 Strategic priority 2: Build the capacity of public officials and institutions to engage in public sector innovation	15
5.3 Strategic priority 3: Develop a model for prospecting and incubating innovations in the public sector.....	16
5.4 Strategic priority 4: Promote research and knowledge management for public sector innovation	16
5.5 Strategic priority 5: Establish national public sector innovation summit and award schemes.....	18
7. INSTITUTIONAL ARRANGEMENTS	21
8. MONITORING AND EVALUATION	23
9 BIBLIOGRAPHY/REFERENCES	30

ACKNOWLEDGEMENTS

The Office of the Prime Minister (OPM) would like to take this opportunity to acknowledge all the stakeholders that made valuable contributions during the process of developing the Public Sector Innovation Policy. This task would not have been accomplished without the technical guidance rendered by the University of Namibia in their capacity as consultants to the project under the leadership of Prof Kenneth Matengu, the Vice-Chancellor of the University of Namibia.

During the process of the development of this policy, different means of consultations were applied, such as surveys, interviews, and regional and national consultations. In all these processes, there was good participation and eagerness to contribute to the development of the country. Special gratitude is owed to the Executive Directors (EDs) of different Offices/Ministries /Agencies (O/M/As) for ensuring the engagement of their staff members in the process of developing this policy. Similarly, the Chief Executive Officers (CEOs) of private companies and State Owned Enterprise (SOEs) as well as the Chief Regional Officers (CROs) of Regional Councils also availed their staff to participate in the policy formulation process. Regional Councils, including the Offices of the Governors and the EDs of O/M/As played an instrumental role in the provision of facilities and officiating at the regional consultations. The OPM would like to express appreciation to the Ministry of International Relations and Cooperation for the diplomatic role it played in facilitating the benchmarking visits to countries such as Kenya, Mauritius, South Africa, and Singapore. The involvement of development partners during this process is also recognised and appreciated.

The support and involvement from all levels of leadership within the OPM, particularly the valuable input received from the offices of the Deputy Minister and Executive Director during the formulation of this policy are highly commendable as they smoothed the completion of this Policy Framework on Public Sector Innovation in Namibia.

Finally, appreciation is also extended to civil society and the citizens who participated in their own capacities to contribute to the development of this policy.

FOREWORD



The Office of the Prime Minister acknowledges all previous reform initiatives the Government of the Republic of Namibia (GRN) undertook in pursuit of transforming the public sector to respond favourably to the demands of the citizens of Namibia. To this end, my office remains committed to championing the delivery of effective and efficient services to the public not only because of my constitutional mandate, but rather to be in a position to provide evidence-based strategic advice to the President on matters pertaining to the public sector using innovation as a vehicle to promote the building of human and institutional capacity for public policy analysis, policy design and implementation, and public administration and management.

This Public Sector Innovation Policy was developed as a framework policy to promote and nurture creativity and innovative public service delivery. It is aimed at improving effectiveness and efficiency in the provision of public services to Namibian citizens. The policy gives practical expression to national aspirations embedded in the Constitution of the Republic of Namibia, Vision 2030, National Development Plans (NDPs), and the Harambee Prosperity Plan. The policy also ensures that Namibia domesticates her continental and global obligations, such as the African Union Agenda 2063 and the African Charter on the Values and Principles of Public Service and Administration as well as the United Nations Sustainable Development Goals (SDGs) 2030.

To ensure seamless implementation of the Policy, my Office will closely collaborate with the Ministry of Higher Education, Technology and Innovation (MHETI) as the lead ministry tasked with the responsibility of coordinating the innovation ecosystem in Namibia. The implementation of this policy will be guided by the proposed institutional and legislative framework in the form of dedicated committees to be established to facilitate the implementation process at various levels. This could be achieved through the use of whole-of-government approach by ensuring the creation of committees at different levels. At the strategic level is an Inter-Ministerial Committee, to be chaired by myself, whose task to provide oversight and policy direction to Cabinet. This Inter-Ministerial Committee will be assisted by an advisory high-level committee of senior officials at Executive Director Level or equivalent from all Ministries, to be chaired by the Secretary to Cabinet, with the purpose of advising the Inter-Ministerial Committee on matters pertaining to Public Sector Innovation (PSI) amongst the O/M/As. Furthermore, the establishment of Ministerial level committees on PSI is encouraged.

At operational level, the current Directorate of Public Service Innovation Reform, under the Office of the Prime Minister, shall work together with all relevant stakeholders in implementing this policy to achieve the desired outcomes in this policy as well as in the other related policies.

I, therefore, invite all Offices, Ministries and Agencies including SOEs, Regional Councils and Local Authorities as well as external partners to support this policy. This should be done by mainstreaming innovation into their respective public sector transformation strategies to achieve transformed service delivery translating into a competitive public service.



Rt. Hon. Dr Saara Kuugongelwa-Amadhila
Prime Minister of Namibia

STATEMENT BY THE SECRETARY TO CABINET



Namibia has subscribed to the African Charter on the Values and Principles of Public Service and Administration that requires African Union (AU) member states to improve service delivery through innovation at both technological and organizational levels. The Government of the Republic of Namibia through the Office of the Prime Minister, has to institute policy and organizational measures as well as programmatic initiatives to realize the objectives and provisions of the African Union Public Service Charter.

In order to conform to the provisions of the Charter, Namibia needed to embark on measures to ensure alignment with these international instruments through the development of evidence-based frameworks in the form of policies and guidelines. Therefore, the Office of Prime Minister, as Namibia's Competent Authority for matters pertaining to Public Sector Reform and Citizens' Satisfaction, has taken the lead to develop the Public Sector Innovation Policy (PSIP), primarily to stimulate, promote and nurture creativity and innovation in the public sector.

This Policy was developed through a consultative process that involved the participation of all relevant stakeholders within the Namibian Innovation Ecosystem. The policy carries the following strategic priority themes and interventions that will help Namibia realize its full potential of becoming a knowledge-based society by 2030:

Strategic priority 1:

Nurturing a national culture of creativity and innovation within the public sector;

Strategic priority 2:

Building the capacity of public officials and institutions to engage in innovation;

Strategic priority 3:

Developing a model for prospecting and incubating innovations in the public sector;

Strategic priority 4:

Promoting research and knowledge management on public sector innovation; and

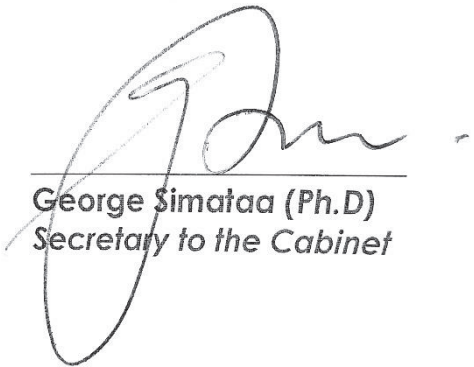
Strategic priority 5:

Establishing national public sector innovation summit and award schemes.

The PSIP will be reviewed over a five-year period.

The success of this policy requires a collective effort from all Offices Ministries, Agencies, Regional Councils, Local Authorities, Municipalities, Village Councils, and State Owned Enterprise including educational institutions and the Private sector.

It is therefore, imperative that the leaders of the respective institutions act as innovation champions to entrench the culture of innovation and to bring about a paradigm shift in staff members. This will ensure that the public sector is reinvented to address the increasingly sophisticated demands of our citizens.



George Simataa (Ph.D)
Secretary to the Cabinet

STATEMENT BY THE EXECUTIVE DIRECTOR



The OPM is tasked with the coordination of public sector innovation and governance through, inter alia, the whole-of-government approach of ensuring an innovative provision of service delivery to clients in an effective and efficient manner. In order to realize the above, the OPM partnered with the University of Namibia to develop the Public Sector Innovation Policy (PSIP). This was done through a participatory and collective process that engaged all relevant stakeholders based on prior policy learning from previous public sector reforms. The policy is informed by best practices gained through benchmarking exercises conducted in countries such as Mauritius, Kenya, Singapore and South Africa which include embracing creativity and innovation in creating new pathways in public sector innovation and reform.

This PSIP is organized around five guiding principles to realize the goals and objectives of the framework which serves as an overarching instrument. It has explicit measures or actions that are coherent with other policy instruments adopted by the Government of the Republic of Namibia. The implementation is to be guided by the following core principles:

- High level, broad-based Championship and Leadership;
- Ensuring policy coherence and effectiveness;
- Learning, flexibility and adjustment of policy;
- Long-term focus with explicit outcome targets; and
- Collective ownership of policy effectiveness.

In conclusion, I invite all my colleagues in O/M/As, CROs and CEOs of Regional and Local Authorities and SOEs to support this initiative taken by the OPM by inculcating a culture of innovation into their respective frameworks to guide the effective and efficient delivery of services to the citizens of Namibia. This will lead towards a transformed public sector equipped to meet the demands of a knowledge-based economy and Fourth Industrial Revolution.

A handwritten signature in black ink, appearing to read 'I-Ben Nashandi', written over a light blue grid background.

Mr I-Ben Nashandi

Executive Director

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
AUC	African Union Commission
BPR	Business Process Reengineering
BIPA	Business Intellectual Property Authority
DCS	Department Cabinet Secretariat
DPSCS	Department of Public Service Commission Secretariat
DPSIR	Directorate of Public Service Innovation and Reform
DPSITM	Department of Public Service Information Technology Management
DPSM	Department of Public Service Management
ECU	Efficiency & Charter Unit
EU	European Union
GDP	Gross Domestic Product
GRN	Government of the Republic of Namibia
HIV	Human immunodeficiency virus
IMF	International Monetary Fund
IUM	International University of Management
LA	Local Authority
MDG	Millennium Development Goals
MAWLR	Ministry of Agriculture, Water and Land Reform
MEAC	Ministry of Education, Arts and Culture
MoF	Ministry of Finance
MICT	Ministry of Information Communication Technology
MHETI	Ministry of Higher Education, Technology and Innovation
MLIREC	Ministry of Labour, Industrial Relations and Employment Creation
MURD	Ministry of Urban and Rural Development
NDP2	2 nd National Development Plan
NDP3	3 rd National Development Plan
NDP4	4 th National Development Plan
NDP5	5 th National Development Plan
NIPAM	Namibia Institute of Public Administration and Management
NPC	National Planning Commission
PSIP	Public Sector Innovation Policy
NUST	Namibia University of Science and Technology
PDP	Product Development Partnership
PMS	Performance Management System
PSI	Public Sector Innovation
PSIR	Public Sector Innovation and Reform



OP	Office of the President
OPM	Office of the Prime Minister
RC	Regional Council
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SME	Small and Medium Enterprise
SOE	State Owned Enterprise
SWAPO	South West Africa People's Organization
UNAM	University of Namibia
UN	United Nations
UNDP	United Nations Development Programme
NUST	Namibia University of Science and Technology

GLOSSARY

DEFINITION OF KEY TERMS AND CONCEPTS	
National Economic Competitiveness	The World Economic Forum (2015) defines national economic competitiveness as the ability of firms or nations to offer products and services that meet the quality standards of local and international markets and attain competitive advantage over their competitors.
Creativity	Creativity is the generation or production of new ideas.
Harambee Prosperity Plan	A targeted action plan to accelerate development in clearly defined priority areas in order attain prosperity in Namibia. The plan complements the long-term goal of the National Development Plans [NDPs] and Vision 2030
Incentives	An incentive is something that motivates an individual to perform an action. An incentive is a formal stimulant that is used to promote or encourage specific actions or behaviour by people and/or institutions during a defined period of time, Incentives can be monetary or non-monetary.
Innovation	The introduction and implementation of new products, processes, practices and services to create value to an organization, economy or country.
Knowledge Based Society	A society that is well educated and which, therefore, relies on the knowledge of its citizens to drive the innovation, entrepreneurship and dynamics of the society's economy.
Policy	Course of actions that a government adopts to address specific public problems or issues.
Performance Management System	Performance management system is a tool which is used to communicate organisational goals to employees individually, allot individual accountability towards those goals, track progress in the achievement of the goals assigned, and evaluate employees' individual performance.
E-government	E-government refers to the delivery of national or local government information and services via the Internet or other digital means to citizens or businesses or other governmental agencies.
Public Service	These are services that "serve" members of the public - they provide goods or services to individuals, families and communities, ie, the public. They exist for reasons of policy, are redistributive, and they act as a trust.

Public Sector	The public sector includes all O/M/As, RCs, LAs and Public Enterprises whose duties cover administration, ensuring public order and safety, education, health and social care, and a variety of other functions for citizens and business.
Public Enterprises	The public enterprises sector includes state owned enterprises (SOEs) as defined under the Public Enterprise Governance Act, 2015 (Act 8 of 2015)
Reform	A change that is intended to correct or amend a situation or law that is wrong or unfair or unsatisfactory
Award	An award is a recognition conferred or bestowed on an individual, (a) group(s), or organisation as being deserved or merited.
Research	The production of new knowledge or the conduct of science. It involves inquiry into nature and the nature of things.
Staff Member	Any person employed in a post on or additional to the establishment as contemplated in Section 4 of the Public Service Act, 1995 (Act 13 of 1995) and includes the Secretary to the Cabinet.
Sustainable Development	According to Kates, Paris and Lelserwitz (2013), sustainable development is defined as a type of development intervention geared towards meeting present needs whilst maintaining a balance on economic, social, and environmental limitations. This should be done without compromising the ability of future generational needs with limited resources and quality of product and services
Whole of Government Approach	Public service agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues. Approaches can be formal and informal. The approach can focus on policy development, programme management and service delivery.

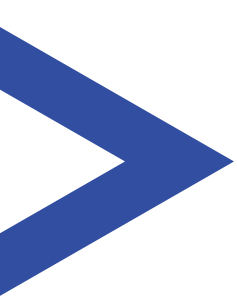
EXECUTIVE SUMMARY

Innovation is defined as the introduction and implementation of new practices, processes and products which are critical for improving the efficiency and effectiveness of the public sector. Therefore, innovation is key to ensuring that the Government of the Republic of Namibia (GRN) delivers quality services to citizens to fulfil its constitutional obligations and responsibilities. To promote innovation in the public sector for improved service delivery and national development in general, the GRN has developed this explicit policy framework, i.e. the Public Sector Innovation Policy (PSIP).

The PSIP gives practical expression to national aspirations embedded in the Constitution of the Republic of Namibia, Vision 2030, National Development Plans (NDPs) and the Harambee Prosperity Plan. Its overall goal is to promote and nurture creativity and innovativeness in the country's public sector, and to improve efficiency and effectiveness in the provision of public services to Namibians. The PSIP will promote the building of human and institutional capacities for public policy analysis, policy design and implementation, and public administration and management. It will complement national innovation policy frameworks spearheaded by the Ministry of Higher Education, Training and Innovation (MHETI).

The PSIP has five strategic priority areas and related clustered activities to be implemented under the leadership and guidance of the Office of the Prime Minister. The strategic priority areas are:

1. Building the capacity of public officials and institutions to engage in public sector innovation;
2. Nurturing a national culture of creativity and innovation within the public sector;
3. Developing a model for prospecting and incubating innovations in the public sector;
4. Promoting research and knowledge management for public sector innovation; and
5. Establishing national public sector innovation summit and award schemes.



These strategic priorities were identified through participatory processes that included a national online survey, regional consultative workshops, and face-to-face interviews with representatives of national state agencies, and a national validation workshop.

The PSIP will be implemented through regional and national programmes that will be launched by all line ministries and SOEs as well as educational and training institutions in partnership with private companies, citizens and development partners. An inter-ministerial committee chaired by the Prime Minister will provide leadership for the implementation of this policy framework. Public sector innovation committees will be established in all regional administrations to coordinate activities and frequently monitor and evaluate the effectiveness of the implementation of the PSIP.

1.0 BACKGROUND

1.1 Global Trends: Challenges and Opportunities

Namibia's economic development and transition to Vision 2030 are influenced by unprecedented global geopolitical, economic, technological and environmental changes. At the global level, there is ongoing realignment of economic and political relations among and between countries and regions. Asian countries, for example, and in particular China, are strengthening their engagement with Africa. The European Union (EU) and the African Union (AU) are growing their economic partnerships, and there are many bilateral economic partnerships between individual African and European countries. Regional economic and trading blocs such as the Southern African Development Community (SADC) have portrayed their importance and influence as critical actors in public policy in Africa and around the world. These geopolitical and related economic developments have implications for the governance and wellbeing of all nations, particularly developing countries such as Namibia.

Climate change, loss of biological diversity, land degradation and the depletion of ocean resources have emerged as serious environmental challenges of this century. These challenges are complex and irreversibly affect the economic prosperity and security of nations. The international community has adopted a wide range of treaties, programmes and institutional arrangements to manage these challenges.

This century has also seen the emergence and spread of epidemics and a rise in communicable and non-communicable diseases around the world. Despite progress in some areas, communicable diseases and infections such as malaria, schistosomiasis, tuberculosis, the human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS), cholera and diarrhea, and non-communicable diseases such as cancer and diabetes continue to kill millions around the world. Related to the challenges of diseases is food and nutritional insecurity. The growing human population and a reduction in the availability of water and arable land for farming have led to the twin challenges of food and



nutritional insecurity. These are global challenges which undermine countries' prospects of attaining sustainable development.

To address the wide range of interrelated and complex global challenges and to manage related transitions, in 2015, the United Nations General Assembly adopted Agenda 2030 Sustainable Development Goals (SDGs) with 169 specific targets. These SDGs replaced the Millennium Development Goals (MDGs) that had provided the international policy framework for sustainable development between 2000 and 2015. Governments of all countries are required to cascade the SDGs through mainstreaming and integrating them into their national policies, plans, programmes and practices.

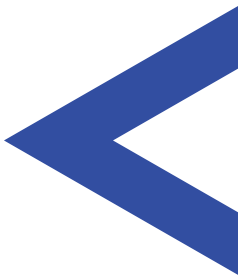
The transition to sustainable development and, in particular, the achievement of the SDGs that are knowledge intensive require nations to invest in research and, even more so, in different forms of innovation. Public sector innovation, which includes innovation in policy, organisations and public service delivery is critical for the attainment of the SDGs and in the management of global transitions. Indeed, the introduction of new practices or new ways of doing things, of new rules, services and organisations, is required to address the global challenges of the 21st century.

1.2 National Context

1.2.1 Geography and economy

With a population of about 2.5 million people, Namibia is located in the south-western part of the African continent. It has five distinct geographic regions: the Central Plateau, the Namib Desert, the Great Escarpment, the tropical savannas and the Kalahari Desert. Each of these regions has unique vegetation and climatic conditions.

The country's economy is heavily dependent on a narrow range of natural resource-based sectors and activities, mainly agriculture, tourism, mining and

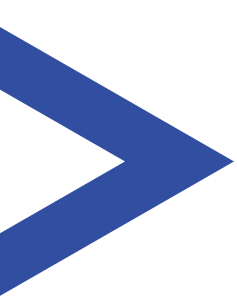


fisheries. Its economic prosperity and sustainability depend on how well natural resources are managed and how ecological integrity is maintained.

During the implementation of NDP3, Namibia's economic growth recorded a decrease in real gross domestic product (GDP) growth by 3.6% due to the global financial and economic crisis caused by the 2009 recession, a contraction which was 1.4% below the targeted 5%. This recession mainly affected the primary industries. However, the secondary and tertiary industries performed relatively well during the NDP3 period from 2007 to 2011. This was because of high government spending in the industries as well as the introduction of policy regimes that support value addition in the manufacturing, mining, retail, trade, , real estate' business services ,and construction industries.

The NDP4 period witnessed a gradual change in the performance of the primary, secondary and tertiary industries, with the manufacturing sector recording an increase from 67% contribution to overall GDP during the 2007/8 financial year to 71% in the 2011/12 financial year. This positive performance can be attributed to a strengthened small and medium enterprises (SME) sector built on the principles of value addition to raw materials and the promotion of the growth at home strategy. This policy will capitalise on the strengthened SME sector to improve service and competence through empowerment and capacity building (National Planning Commission, 2016).

Namibia's economic growth has been sluggish over the past half-decade, averaging about one percent per annum. Public revenues are not growing to adequately meet increasing social and economic challenges such as youth unemployment, food insecurity, diseases such as HIV and AIDS, cancer and diabetes, and high demand for many public services, notably education and training. The capacity of the public sector to address the various social, economic and environmental challenges is being over-stretched as the GRN's fiscal, human and institutional resources are not expanding fast enough.



According to a 2018 report by the National Planning Commission (NPC), in 2016 the country recorded the highest unemployment rate of 34 percent.¹ The youth (15-35 years) account for a significant portion of that unemployment. It is estimated that at least 43 percent of the youth population in Namibia is unemployed, of which the majority are females, with relatively low levels of education and skills (NPC, 2018). They are exposed to a wide range of health insecurities, including sexually transmitted diseases and drug abuse. Youth unemployment is a major source of social instability in the country.

Related to unemployment are challenges of economic and social inequities. According to Vision 2030, Namibia is one of the most unequal countries in the world (Republic of Namibia, 2004). Although there has been a decline in levels of economic inequality since independence in 1990, inequality increased between 2003 and 2010 in at least seven of the thirteen regions namely, Khomas, Kunene, Ohangwena, Omusati, Zambezi, Karas and Otjozondjupa². The inequality is exacerbated by slow economic growth and characterised by a lack of access to assets and services, including clean water and sanitation, health care, human settlements and education.

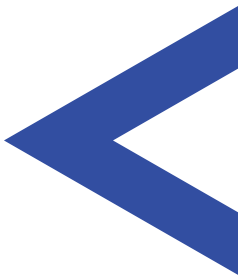
1.2.2 National political and socio-cultural foundations

Since attaining independence on 21st March 1990, Namibia has been ruled by the South West Africa People's Organisation (SWAPO) Party. The SWAPO Party has spearheaded several of constitutional, legislative, policy and programmatic initiatives to address social and economic challenges faced by the people of Namibia.

In 1990 Namibia adopted a new Constitution that provided for the establishment of the three arms of state namely: (1) the Executive comprised of the President and Cabinet, (2) the Legislature, which is the Parliament, comprised of the National Assembly as the lower house, and the National Council, which is the upper house, and (3) the Judiciary, comprised of the Supreme Court, the High

¹ NPC (2018), *Status of the Namibian Economy*. National Planning Commission, Windhoek.

² NPC (2018), *Status of the Namibian Economy*. National Planning Commission, Windhoek.



Court and the lower courts. Each of the three arms of the State is vested with obligations to ensure that all citizens of Namibia have and enjoy social, economic and environmental rights, including the right to health, education and other social amenities.

The country is governed by the Head of State (the President) and is divided into 14 political regions, each headed by a Governor appointed by the President to serve as regional political heads in governing the affairs of the regions. The regions are further demarcated into 107 constituencies headed by constituency councillors that are elected every five years. The Regional Councillors constitute the Regional Management Committee for each region, and they elect three members from among themselves to represent the region at the National Council, the upper house of Parliament.

The GRN has adopted a range of policy and programmatic initiatives on social and economic development. These include Vision 2030, the Harambee Prosperity Plan, National Development Plans (NDPs) and sectoral policies and programmes. The Vision 2030 document was adopted in 2004. It is an overarching policy and programmatic framework that articulates Namibia's aspirations to be an inclusive and industrialised economy by 2030. It lays out principles and priorities for national development.

Vision 2030 places emphasis on the development of a healthy population that is well educated and skilled, whilst allowing for the achievement of a prosperous and industrialised nation that enjoys peace, harmony and political stability. The GRN recognizes that the attainment of Vision 2030 requires an efficient and effective public sector that delivers services to citizens. The attainment of vision 2030 will be achieved in a phased approach in periods of five years through the implementation of national developmental goals as set out in the respective NDPs.

1.2.3 Policy instruments and legislation

The Harambee Prosperity Plan (HPP) was established to contribute to the acceleration of development in clearly defined priority areas and aims to complement the long-term NDPs and Vision 2030. The HPP has four pillars: (1) effective governance; (2) economic advancement; (3) social progression, and (4) infrastructure development. The social progression pillar has an explicit goal of improving public sector performance and the delivery of services. It outlines a range of measures that are to be implemented in order to enhance the capacity of public institutions to provide services to citizens in efficient ways. The HPP targets a 70% citizen satisfaction rate of improved performance and service delivery by 2020.

NDP5 focuses on the attainment of the goals of the HPP and Vision 2030. The plan is built on four interconnected pillars, namely; (1) economic progress; (2) social transformation; (3) environmental sustainability; and (4) good governance. These pillars are aligned to global and regional developmental instruments such as the African Union Agenda 2063, the SADC Regional Indicative Strategic Development Plan and the United Nations Sustainable Development Goals (Agenda 2030) and the SWAPO Party manifesto of 2014.

The main goals of NDP 5 are to:

- achieve inclusive, sustainable and equitable economic growth;
- build capable and healthy human resources;
- ensure a sustainable environment and enhanced resilience; and
- promote good governance through effective institutions.

Under the goal of promoting good governance, Namibia is committed to establishing effective institutions that lead the process of increasing decentralized functions from 11 in 2015 to 39 by 2022.

Namibia has other policy instruments and legislation pertaining to the public sector and public service delivery. These include the Decentralisation Policy (adopted in 1997) and the Local Authorities Act, 1992 (Act 23 of 1992), the Procurement Act, 2015 (Act 15 of 2015) and the Fiscal Policy adopted in 2015.

Related policy frameworks are the:

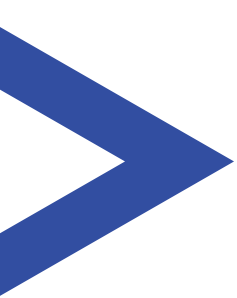
- National Research, Science and Technology Policy of 1999;
- Research, Science and Technology Act, 2004 (Act 23 of 2004);
- Namibia's Industrial Policy, adopted in 2013;
- Turnaround Strategy for Home Affairs of 2015;
- Agricultural Policy of 2015;
- Information and Communication Policy of 2009;
- Ministry of Health and Social Services Research Policy of 2002;
- National Human Resources Development Plan of 2010 - 2025; and
- Industrialisation Policy of 2012 and its executing strategy (Growth at Home Strategy).

Other sectoral policies for agriculture, mining, forestry, fisheries, and environment and natural resource management have explicit provisions for promoting service delivery through innovation.

The GRN has instituted a range of measures to improve the effectiveness and efficiency of the public sector. These include the Performance Management System and Business Process Re-engineering. The Office of the Prime Minister have transformed the Efficiency and Charter Unit into the Directorate of Public Service Innovation and Reform (PSIR) to, *inter alia*, spearhead the formulation and implementation of this public sector innovation policy as a critical tool in improving efficiency in service delivery.

1.2.4 Namibia's Public Sector: Challenges and Reforms

The **Public Service Act, 1995 (Act 13 of 1995)** was enacted with the view to operationalise the provisions of Article 32(g) of the Constitution of the Republic of Namibia. It provides for the establishment and management of the public service, employment regulations, conditions of service for employees, matters pertaining to handling discipline in the public service, retirement and discharge of staff members in the public service, and other incidental matters. This policy framework outlines strategic interventions to address the challenges of public sector innovation, in particular improving the quality of public services and delivery of public services and efficiency of public administration.



Article 95 of Chapter 3 of the Constitution (Principle of State Policy) provides for the promotion of the welfare of citizens. It requires the GRN to formulate and implement policies and programmes through the Public Service Commission and other agencies to provide citizens with services in efficient and effective ways.

In order to meet the expected targets for improving its public sector performance, the GRN has put in place many programmatic, structural and legislative measures through the establishment of several departments, e.g., Public Service Management, Public Service Information Technology Management, Cabinet Secretariat, Public Service Commission Secretariat and the Directorate Public Service Innovation and Reform under the Office of the Prime Minister, as well as supporting institutions such as the Namibia Institute of Public Administration and Management (NIPAM), and the restructuring of State-Owned Enterprises (SOEs).

1.3 Innovation in the public sector: conceptual underpinnings

Innovation in public sector is complex and knowledge-intensive, and it is also characterised by various uncertainties.

Firstly, the complexity is associated with the many stakeholders - politicians, citizens, private sector, civil servants, and in some cases donors/funders in the public sector and their diverse, often shifting interests and demands. "Since performance is not just results but also presenting results, communicating results helps to meet expectations and support an agenda to build and keep trust in the capacity of the public sector to deliver".

Secondly, sustainability of service delivery implies that the public sector needs to engage with the public and its stakeholders and understand what they expect and why they hold whatever expectations they may have with regard to innovation in the public sector. This means that increasingly, public-service

delivery includes, involves and mobilises citizens / customers, the private sector, civil society with its NGOs, and also local authorities.³

Finally, the complexity of public sector innovation (PSI) is also a manifestation of multiple and multi-faceted regimes of policies, regulations, legislation and institutional structures that form the public sector. Indeed, the public sector is “a heterogeneous and complex system with a high variety of influencing factors and an extensive variety of innovation attributes that make policy learning more difficult.”⁴ PSI involves non-linear and multi-dimensional processes involving many organisations. Stimulating innovation in the public sector therefore requires a holistic, systemic and dynamic approach.

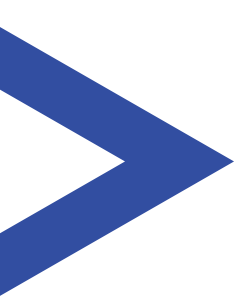
Managing and addressing the complexity of PSI is knowledge-dependent because it is mainly based on the production and use of knowledge. Public sector innovation involves different forms of innovation. These are:

- a) **policy innovation** (developing and adopting policy measures that support innovative services and modes of service delivery);
- b) **service innovation** (equipping public agencies with technologies that support and promote improved delivery of services and/or the introduction of a new service or improvement of an existing service);
- c) **organisational innovation** (changes in the organisational structures, practices and routines);
- d) **systemic innovation** (new and/or improved ways of interacting with other organisations); and
- e) **social innovation** or innovation in service delivery (relating to citizens at large for efficient and effective service delivery with feedback mechanisms from citizens).

Innovation is driven by investments in intangible assets – the knowledge-based assets that are central to performance in the economy. To generate and manage the different forms of PSI, the GRN must produce and apply relevant

³ Bouckaert, G., 2011. *Reforming for Performance and Trust: Some Reflections*. Paper presented at the NISPAcee conference, Varna, Bulgaria, 2011.

⁴ European Commission 2012. *Policies Supporting Innovation in Public Sector Innovation*, p. 27. An INNO-Grips Policy Brief.



knowledge creatively. It is at this juncture where creativity needs to be embedded when engaging all different forms of learning, which include peer learning, policy learning, and imitation based on prior practices and information. Therefore, creativity and research are critical aspects of programmes for PSI. Research (intelligence gathering) on what citizens want, the kind of services that are being offered and whether they are meeting citizens' needs, and how to improve the delivery of services, are all crucial for PSI.

As is the case with private sector innovation, PSI is characterised by uncertainty. It cannot be predicted with full certainty whether imitation and learning to generate and introduce a new service or mode of service delivery will produce the desired outcomes. In this sense, PSI is a risky venture but, generally, governments are not risk takers.⁵ In addition, citizens and consumers of public goods (services) tend to prefer predictability in services and service delivery as opposed to disruptive changes that tend to come with innovation. This tends to lower demand for innovation in public sector services. "Citizens can be used to old forms of service provision and they can resist change or can be hostile to public money being spent in new ways on new things."⁶

Public sector innovation is not apolitical. It is influenced (or even determined) by the political interests of many stakeholders, including political parties. Since it is largely about public sector reform, politics plays a major role. Public sector reform "is an eminently political process. It has deep redistributive consequences in terms of resources and power. Bureaucratisation of the state apparatus with its enforcement of impersonal rules inevitably deprives some individuals of discretionary power. Reliance on the competence criteria for the recruitment and promotion of civil servants prevents some groups from passing on office to their members, since offices are subject to competition. Anticorruption policies limit the scope for individuals to capture resources."⁷ This implies that PSI is successful in a flexible and non-bureaucratic environment.

⁵ See OECD, 2017. *Fostering Innovation in the Public Sector*. Organization for Economic Cooperation and Development, Paris for extensive discussions on some of the measures that governments institute in order to reduce/manage PSI related risks.

⁶ European Commission 2012. *Policies Supporting Innovation in Public Sector Innovation*, p. 32. An INNO-Grips Policy Brief.

⁷ Chemouni, B. (2017) *The politics of core public sector reform in Rwanda*, p.3. ESID Working Paper No. 88. Manchester, UK: The University of Manchester. Available at www.effective-states.org

2.0 RATIONALE AND POLICY ALIGNMENT

2.1 Rationale

The PSIP has been developed in the first instance to enable the GRN to fulfil its constitutional obligations. The Constitution of the Republic of Namibia (adopted in 1990, along with its subsequent amendments, namely, the 1st Amendment Act 34 of 1998; the 2nd Amendment Act 7 of 2010, and the 3rd Amendment Act 8 of 2014) vests the responsibilities and obligations on state institutions to provide services to the citizens of Namibia. Chapter 3 of the Constitution creates fundamental rights and freedoms, Chapter 11 (Article 95) sets out state obligations on the promotion of the welfare of citizens, and Chapter 13 (Article 112) establishes the Public Service Commission.

Secondly, the PSIP is Namibia's instrument for domesticating international, continental and regional treaties and declarations on public sector innovation, public service delivery and public administration. These include the United Nations Public Service Awards and the AU African Charter on the Values and Principles of Public Service and Administration.

2.2 Policy alignment

The PSIP is an overall policy framework that is aligned to the Constitution of the Republic of Namibia, Vision 2030, the HPP and NDP5. All other policy instruments are aligned to and are coherent with this framework as well as related SADC development plans, AU Agenda 2063 and the SDGs. It espouses national aspirations of achieving economic prosperity, social inclusion and integration into the global economy.

Furthermore, the PSIP addresses the deficiencies in Innovation capacity nationally as well as its global impact through the establishment of public sector innovation hubs and clubs in OMAs, Regional Councils, Local Authorities and SOEs.

3. VISION, MISSION, OBJECTIVES

3.1 Vision

An innovative public sector that efficiently and effectively delivers social and economic services to build an inclusive, industrialised and sustainable nation.

3.2 Mission Statement

Building a resilient culture of capacity for innovation in Namibia's public sector.

3.3 Policy Objectives

The overall objective of this policy framework is to stimulate, promote and nurture creativity and innovation in the public sector in order to improve its efficiency and effectiveness in service delivery. The policy aims to build effective leadership and institutional capacity for innovation in public policy, service delivery and public administration.

Its specific strategic objectives are to:

- a) build a culture of public sector innovation to attain national development and the SDGs;
- b) build a cadre of public service officials with skills in the analysis of public sector innovation, policy formulation, and development administration;
- c) develop national infrastructure for prospecting and incubating innovations in the public sector;
- d) stimulate the production and management of knowledge and research in public service delivery and public sector governance;
- e) stimulate inclusive and efficient innovation in service delivery for the public sector through coherent and coordinated whole-of-government and decentralisation approaches;
- f) initiate practical and effective collaborative and participation platforms with the private sector, civil society and citizens for public sector innovation and service delivery;
- g) ensure sustainable funding for policy implementation; and
- h) domesticate regional, continental and international treaties and declarations on public service delivery and public sector innovation.

4. GUIDING PRINCIPLES

The guiding principles of this framework policy were developed from the outcomes of the research and public consultations that were carried out nationwide during the development phase of this policy. The core guiding principles of the PSIP, are therefore listed below:

- a) **High level, broad-based championship and leadership** - to realise the goals and objectives of this policy framework, high-level political and administrative leadership and championship are required.
- b) **Ensuring policy coherence and effectiveness** - this policy framework serves as an overarching instrument with explicit measures or actions that are coherent and promote coherence with other policy instruments adopted by the Government of the Republic of Namibia.
- c) **Learning, flexibility and adjustment of policy** - the policy framework is based on prior policy learning and its implementation will also be informed by learning in order to maximise effectiveness and sharpen policy focus. The policy measures will be adjusted or reformed based on learning as implementation proceeds.
- d) **Long-term focus with explicit outcome targets** - the policy framework is premised on the recognition that creativity and innovation are characterised by uncertainty and undetermined risks. Emphasis will be on securing long-term investments that reduce risks and create pathways for innovation in the public sector.
- e) **Collective ownership for policy effectiveness** - the policy framework is an outcome of a participatory collective process involving all stakeholders in Namibia. Its implementation is guided by principles of transparency and collective action.

5.0 STRATEGIC PRIORITIES AND INTERVENTIONS

The following strategic priority areas were agreed upon after consultations with key stakeholders, in order to address the policy objectives outline above:

Strategic priority 1: Nurturing a national culture of creativity and innovation within the public sector;

Strategic priority 2: Building the capacity of public officials and institutions to engage in innovation;

Strategic priority 3: Developing a model for prospecting and incubating innovations in the public sector;

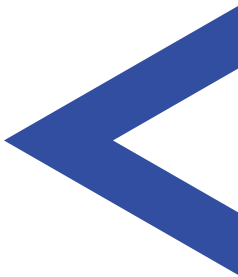
Strategic priority 4: Promoting research and knowledge management on public sector innovation; and

Strategic priority 5: Establishing national public sector innovation summit and award schemes.

5.1 Strategic priority 1: Nurture a national culture of creativity and innovation within the public sector

A strong culture of creativity and experimentation with new ideas is important for the realisation of public sector innovation. Such a culture is relatively weak in Namibia's public sector in general and the civil service in particular. Conventional bureaucratic rules, procedures and practices, together with weak incentives, discourage public/civil servants from taking risks in developing and experimenting with new ideas (new practices and approaches) and technologies to improve public services, and service delivery. Unlike in the private sector, public sector organisations do not have schemes that scout and reward personnel who design and introduce innovations to solve problems and increase efficiency and effectiveness in service delivery. Creativity and innovation are often stifled and/or ignored.

To build and/or nurture a culture of innovation in the public sector in general and the civil service in particular, the following actions and interventions will be undertaken:

- 
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- a) Seminars and/or workshops will be organised by offices, ministries, agencies and/or state-owned enterprises, regional councils and local authorities to introduce and build a culture of public sector innovation. Public sector workers will be introduced to the reasons why innovation is important for economic growth and the wellbeing of their employees and organisations;
 - b) Schemes or systems for identifying, recognising and rewarding personnel who engage in creativity and innovation to improve public services and governance will be established in all ministries and regional administrations;
 - c) All O/M/As in the public sector will establish innovation communities of practice / networks (clubs and committees) that scout for creative and innovative ideas from their staff;
 - d) Guidelines will be developed from related policies/tools to support the effective management of the PSIP; and
 - e) A portal for research and development across O/M/As will be developed to be used as a powerful tool to store all research projects undertaken in GRN.

5.2 Strategic priority 2: Build the capacity of public officials and institutions to engage in public sector innovation

Innovation is a dynamic process of continuous learning and adaptation to changing contexts. In fact, the ability of an organisation and/or country to innovate is largely dependent on the capacity of its personnel to learn. The introduction of new practices, products, processes, and/or services into an organisation or a country also demands learning. The inability to learn and adopt new skills stifles innovation. In order to promote continuous learning in the public sector, specific capacity building programmes will be implemented by the OPM and institutions of higher learning.

This will include:

- a) Initiating training programmes on various aspects of public sector innovation;
- b) Promoting the sharing of knowledge and best practices between the public and private sectors through exchange programmes and various forms of staff mobility;
- c) Utilising local and international exposure and learning platforms by sending public servants and collaborators from the private and civil society sectors to international training workshops or courses on innovation in public service;

- d) Strengthening physical infrastructure, particularly ICT, for e-governance and other areas of innovation in government; and
- e) Supporting dialogue to allow for co-learning among citizens at regional levels through organising regional workshops on innovation in the public service.

5.3 Strategic priority 3: Develop a model for prospecting and incubating innovations in the public sector

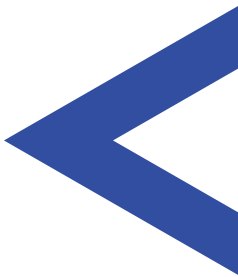
Prospecting for promising ideas and their incubation are critical in tracking public sector innovation. Prospecting and incubation will involve a deliberate search or scouting for ideas and innovations that exist within and outside the country and which have the potential to improve the public service and service delivery.

To promote prospecting and incubation for public sector innovation in Namibia, the following interventions will be taken:

- a) a prospecting strategy, including training of officials in innovation prospecting, will be developed;
- b) an incubation programme will be designed and implemented by the Namibia Innovation Centre/Hub under the National Commission on Research, Science and Technology (NCRST);
- c) nationals of Namibia, in particular the youth and women with promising ideas and innovations, will be supported to develop their ideas and innovations into prototypes; and
- d) technical and vocational training centres will be supported to incubate and develop ideas and innovations for public service delivery and service innovation in general.

5.4 Strategic priority 4: Promote research and knowledge management for public sector innovation

Innovation in the public sector is a non-linear and complex process characterised by uncertainty and risks. It is often the outcome of prior and



accumulated knowledge and information and involves multiple persons and organisations. Research and information sharing are critical in promoting public sector innovation. International best practices in public sector innovation demonstrate that countries, for example Singapore, that have been able to engage effectively in public sector innovation, and particularly in service innovation, are those that invest in research and information exchange. The research focuses on aspects such as a particular problem in a service or its delivery, a technology, organisational constraints in the public sector, a particular policy, legislation and regulation and their effect on innovation, and entirely new practices or services.

There is limited research and information exchange on public sector innovation in Namibia. To address this gap, the OPM, in collaboration with the Ministry of Higher Education, Training and Innovation and institutions of higher learning, the Namibia Institute for Public Administration and Management (NIPAM) and other public research institutions will be mandated to:

- a) design joint-research programmes for public sector innovation;
- b) frequently conduct baseline surveys and case studies on the status of (and gaps in) public sector innovation;
- c) publish and widely circulate a quarterly newsletter on public sector innovation activities and trends in Namibia;
- d) support post-graduate (Master's and Doctoral) research on public service innovations in public administration;
- e) organise information sharing platforms, such seminars and workshops, to provide opportunities to researchers and practitioners on public sector innovation activities;
- f) support public servants and researchers to attend conferences on public sector innovation;
- g) establish networks and partnerships within the public sector and across other sectors for information sharing for cooperative knowledge management;
- h) develop mechanisms for handling and protecting innovation information, data and systems with security prominence; and
- i) develop a portal for research and development across O/M/As to be used as a powerful tool to store all research projects undertaken in the GRN.

5.5 Strategic priority 5: Establish national public sector innovation summit and award schemes

To build a national culture of innovation in the public sector, recognise excellence in public sector innovation and promote the development of innovations for public services and delivery of service, the OPM will:

- a) establish best public sector innovator award schemes for individuals, institutions (including private companies) and regions in Namibia;
- b) encourage private companies and SOEs to reward and recognise their personnel who excel in public sector innovation;
- c) develop and implement various award schemes; and
- d) organise and host an annual national public sector innovation summit for the purpose of building a national culture of innovation, and mobilise all Namibian public and private institutions to participate in public sector innovation activities.

6. IMPLEMENTATION MODALITIES

The policy objectives and five related strategic priorities outlined above will be achieved through an array of programmatic initiatives and activities in the detailed five-year Implementation plan of the PSIP. The following measures and programmatic initiatives are elaborated with a costed budget and time-frame in the plan. Successful implementation of this policy and its strategic priorities will depend on the following enablers:

(a) Enhancing the implementation of e-governance

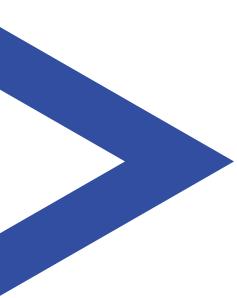
Namibia has a comprehensive e-Governance Policy to enhance the ICT capacity of the public sector. During the implementation of this PSIP framework, the e-Governance Policy and the e-Government Strategic Plan 2014-2018 will be revised and deliberately focused on promoting innovation in the public sector. In addition, training workshops and awareness raising sessions on the importance of e-Governance will be organised for public service officials at national and regional levels. The OPM will also establish a recognition awards system for the best e-governance performing public sector organizations in Namibia.

(b) Decentralised implementation of the PSIP

The extent to which this policy framework will be effective in spurring public sector innovation largely depends on how well programmatic initiatives will be linked to and driven by decentralisation. Innovation in the public sector will also help to accelerate decentralisation of public service delivery and public administration in general. In this regard, a critical review of current decentralisation policies, programmes, practices and legislation is necessary to identify deficiencies in the current systems and structures to enhance service delivery. National and regional dialogues should also be organised to engage and solicit opinions from various stakeholders on how to make the decentralisation of the public sector work to ensure efficient and effective delivery of services to citizens.

(c) Partnerships for public sector innovation

Partnerships are critical for mobilising and utilising differentiated capabilities of the O/M/As, universities and private sector organisations to drive innovation in the public sector. All O/M/As, including public enterprises, will be encouraged to



establish innovation clubs. In addition, mechanisms for public-private partnerships will be promoted through various schemes and incentives such as fiscal (e.g. tax credits) and legal (e.g. intellectual property protection) agreements to bring together private companies and government institutions to engage in specific public sector innovation projects. Possibilities for the GRN to provide tax relief to private-public/ civil society/ institutions and companies that develop innovations in the public service or contribute to public sector innovation will also be explored during the implementation phase.

(d) Protection of intellectual property as an incentive for public sector innovation

Intellectual property protection creates incentives for individuals and institutions to invent and innovate. Securing intellectual property protection for public sector innovation may be complex and expensive for individual staff members or persons in the public service. In order to improve the national capacity for using intellectual property protection to promote public sector innovation and to create incentives or innovations, the Namibia Business Intellectual Property Authority (BIPA) will work together with the OPM to develop guidelines for intellectual property protection of public sector innovations (or innovations for the public sector and service delivery). Programmes for educating and raising awareness among public service staff on legislation and policies for intellectual property protection will be crucial for the process.

(e) Business Process Re-engineering (BPR) as an enabler for public sector innovation

The BPR, currently being coordinated by the OPM, has shown some notable success which could be leveraged on by the Directorate of Public Service Innovation and Reform (DPSIR) as an enabler for public sector innovation for Namibia. The DPSIR will collaborate with the Departments Public Service Management and Public Service Information Technology Management to unearth innovations emanating from BPR initiatives across the country.

7. INSTITUTIONAL ARRANGEMENTS

The PSIP will be implemented through a whole-of-government approach. Under the leadership of the Right Honourable Prime Minister, the following institutional arrangements will be set up:

- a) Cabinet Committee on the Public Service chaired by the Prime Minister;
- b) a high level committee of senior officials at ED level chaired by the Secretary to Cabinet to provide for the coordination of innovation initiatives across all O/M/As;
- c) a dedicated unit in the OPM to be designated as a competent authority to coordinate public sector innovation programmes in collaboration with all O/M/As, RCs, LAs and SOEs;
- d) a public service innovation community of practice/network (clubs and/or committees) in all ministries, departments, regional councils, local authorities, and SOEs in the country; and
- e) an observatory/ portal for public sector innovation data/statistics to facilitate management and dissemination of data/statistics to relevant O/M/As to support monitoring and evaluation (M&E) processes.

Figure 1: Graphic presentation of the institutional arrangements

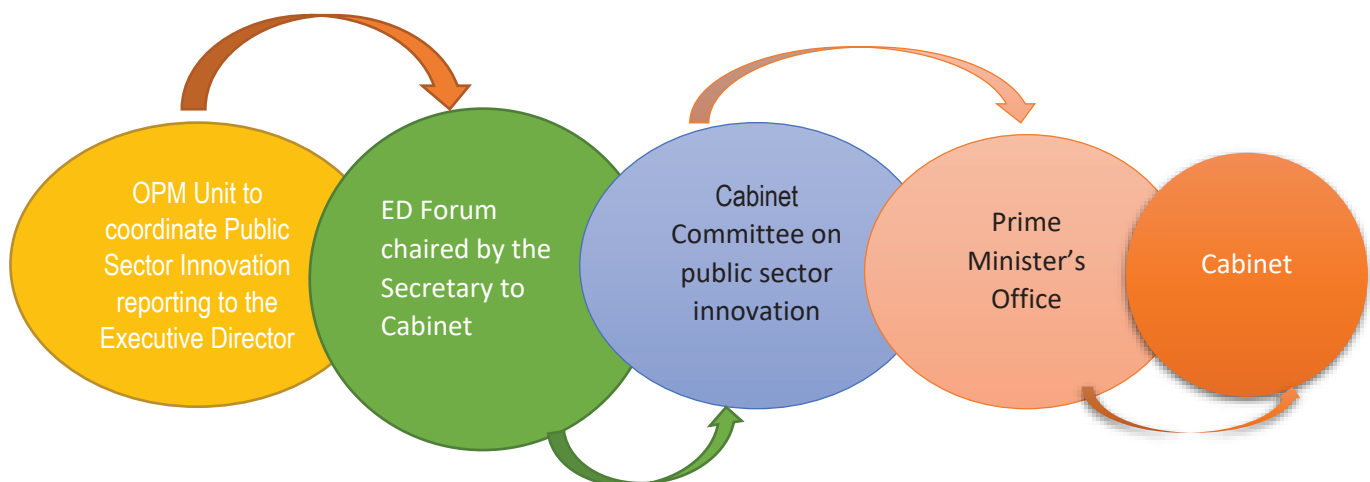
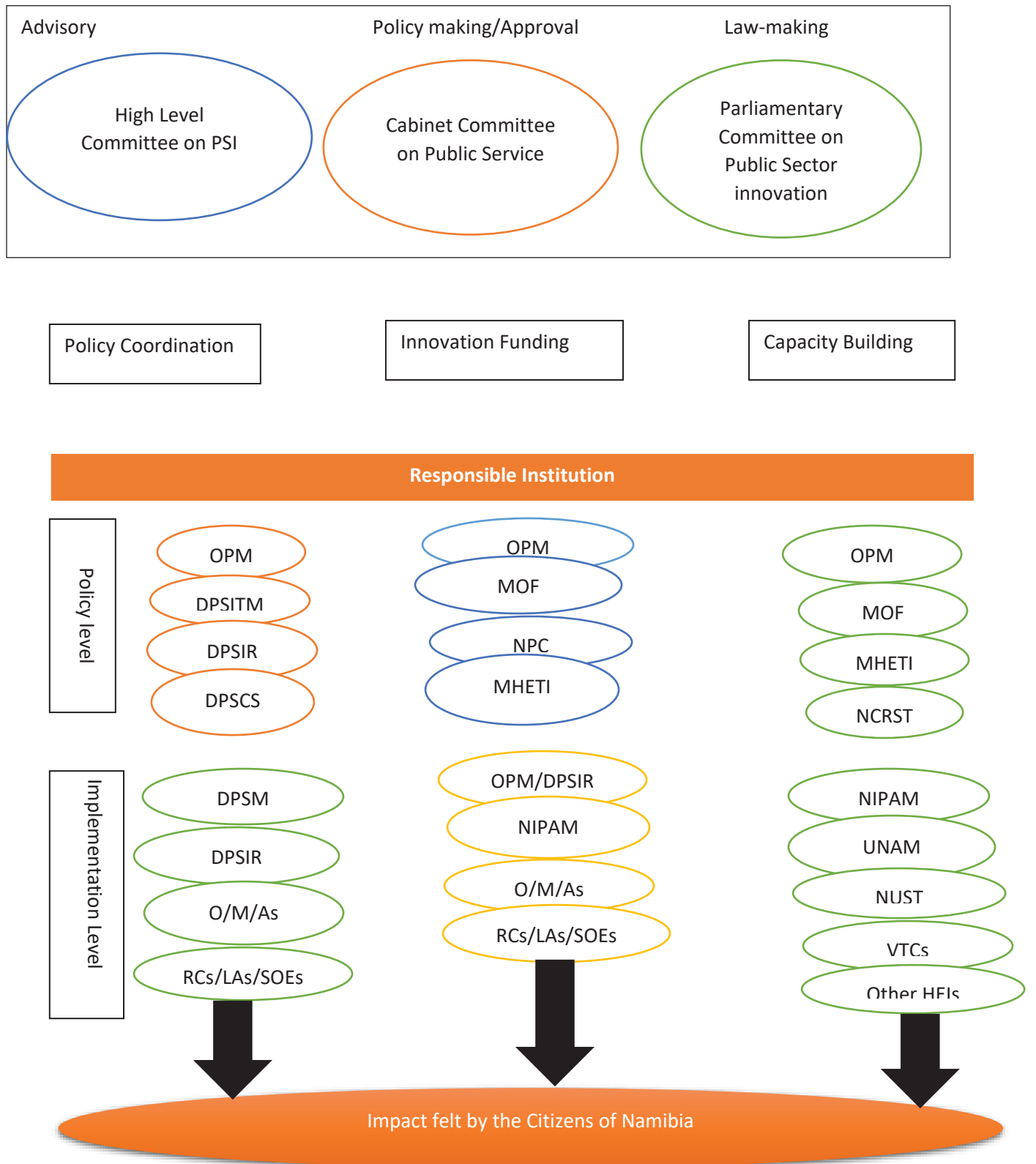


Figure 2: Output and inflow of public sector innovation in Namibia



8. MONITORING AND EVALUATION

The monitoring and evaluation (M&E) of this policy framework will require the development of specific strategies in the implementation plan linked to the operational strategic priorities and objectives of the PSIP. The overall goal of M&E will be to improve the current and future management of outputs, outcomes and impacts of public sector innovation.

The impacts of the policy during its implementation will be periodically assessed by the responsible institutions in consultation with relevant stakeholders. Operational plans have to be developed on an annual basis indicating the O/M/A responsible for each activity, the budget estimates required to achieve the activity, timelines for the completion of the activity, inputs (targets, indicators), outputs/outcomes (prototypes, products and processes) and the effect it should have on society at large. A whole systems approach, which involves the design of systems, the role of stakeholders on monitoring, information management and dissemination/reporting and the usage of information generated to inform decision making, will be adopted during the M&E period.

Policy Objective 1: Build a culture of public sector innovation to attain national development goals and the SDGs:

Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year						Budget (NAD '000)				Lead/ Responsible Entity
					2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25	
Develop information kits for engaging public sector innovation	Terms of Reference on how to engage the public sector in the dissemination of information kits to relevant stakeholders. Technical Assistants to develop information kits hired	Terms of Reference	% of completion		85%	90%	90%	95%	95%	50	50	100	150	150	Lead: MoEAC Support: Technical Partners: MAWLR, UNAM, MUIREC
	Information kits developed and disseminated using manuals and digital to all OMA's, RCs, LAs & SOEs across the country	Information Kits	% of stakeholders satisfaction	40%	50%	60%	70%	80%	90%	200	200	150	50	50	Lead: OPM Support: Technical Partner, MoICT
	Terms of Reference to guide the development of guidelines. Detailed Report and guidelines	Guidelines and report	% completion	40%	50%	60%	70%	85%	100%	50	50	50	100	100	Lead: OPM
Establish leadership, mentoring process for public sector innovation among staff of OMA's, RCs, and LA and Develop national strategy for recognition, awards and incentives for public sector innovation	Harmonized operational plans Guidelines are used in mainstreaming OMA's, RCs, LAs operational plans	Harmonised plans	Number of pilots OMA's, RCs, LAs & SOEs completed	-	3	6	9	12	15	200	200	250	300	150	Lead: OPM Support: MURD
	Terms of Reference for identifying champions and mentors Staff members mentored	Terms of Reference	% of staff mentored		5	10	15	20	20	50	50	50	50	50	Lead: OPM Support partner: MURD
	National strategy for recognition of rewards, incentive in public sector developed	National Strategy	% of completion	-	500	1500	1000	1000	1000	1500	50	100	150	200	250
Introduce and launch an annual National Summit on public sector innovation	Annual National Public Sector Innovation Summit	Public Sector Innovation Summit	Annual innovation summit held	-	1	1	1	1	1	2 000	2 000	3 000	3 000	4 000	Lead: OPM Support Partners: MHEI, MoEAC UNAM NUST IUM

Policy Objective 2: Build a cadre of public service officials with skills in the analysis of public sector innovation, policy formulation, and development administration;															
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year				Budget (NAD '000)			Lead/ Responsible Entity			
Develop capacity development and training programme in collaboration with relevant institutions for social, organizational and technological innovation in the public sector	Terms of Reference for Training and plan for Staff Members capacitated Appropriate skills provider recruited	Terms of Reference Skills gap report	Numbers of staff trained	Ongoing in certain aspect like social organizations but none in public sector	100	150	200	250	300	500	600	750	850	1000	Lead: OPM Support Partners: NIPAM, OMAS MLIREC
Develop guidelines for knowledge exchange or staff mobility program for public servants	Terms of Reference for staff mobility developed Recruited consultants Report on Staff exchange and mobility guidelines	Report and Guidelines	% of completion Number of staff benefited from exchange program	0	45%	55%	70%	85%	100%	50	50	65	70	80	Lead: OPM
Increase the capacity through to digitised services and enhancement for ICT	<ul style="list-style-type: none"> Terms of reference for enhanced capacity Consultants hired from management 	Terms of Reference Contracts for Consultants	Number of staff trained	0	40	50	60	80	100	100	150	200	250	300	Lead: OPM
Introduce incentives for the use of digitised ICT services. Develop template	<ul style="list-style-type: none"> Terms of reference to guide the digitalized ICT service 	e-governance strategy rolled out Digitalization template	% of completion	40%	50%	55%	85%	100%	500	500	500	500	500		

Policy Objective 3: Develop national infrastructure for prospecting and incubating innovations in public sector;													
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year				Budget (NAD '000)			Lead/ Responsible Entity	
Establish an innovation hub for prospecting, knowledge transfer and incubation of public sector innovation	Terms of reference for feasibility study for public sector innovation Operational public sector innovation Hub	Feasibility study report	% of completion Number of reports % of completion	-	-	1	-	0	0	TBC	TBC	TBC	Lead: OPM Support Partners: MHEI UNDP UNAM NICRST City of Windhoek
Establish collaborative agreements with technical and vocational training institutions to strengthen capabilities among staff in the public sector	Memoranda of Understanding signed Staff members enrolled to improve capacity	MOU	Number of MoUs Number of Staff Trained	-	5	10	15	20	50	50	50	50	Lead: OPM
Establish working collaborations with the State Owned Enterprises and private sector for advancing and incubation support for innovations	Established formal collaborations for advancing incubation with SOEs		% of completion	-	10	25	30	35	50	50	50	50	Lead: OPM

Policy Objective 4: Stimulate the production and management of knowledge and research on public service delivery and public sector governance;																
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year							Budget (NAD '000)			Lead / Responsible Entity	
					40%	55%	65%	80%	90%	500	1000	2500	2500	2500		2500
Develop a research strategy for public sector innovation.	Research strategy formulation	Research Strategy	% of completion	0	40%	55%	65%	80%	90%	500	1000	2500	2500	2500	2500	Lead: OPM Support Partners: MHEI NCRST UNAM
Establish a news journal for dissemination of public sector information and knowledge sharing	Quarterly newsletter series	Newsletter established	% of completion	0	45%	55%	65%	75%	85%	50	50	50	100	150	Lead: OPM	
Develop knowledge management and security for innovation, information, data and systems	Data security system	Knowledge management system and data system	% of completion	0	45%	55%	65%	75%	85%	5000	5000	5000	5000	5000	Lead: OPM	
Organize national and regional workshops to engage research and public knowledge on innovation in public sector And In collaboration with tertiary institutions, to develop M.As and PhDs in public sector innovation	Workshop for research outputs organized for general public Postgraduate students	Workshop report Postgraduate Students in Public Sector Innovation	Number of workshops held Number of graduates	0	3	5	8	12	15	100	100	100	100	100	100	Lead: OPM Support Partners: MHEI NSFAF NPC MoF UNAM NUST (aligned to the National Human Resources Development Plan)

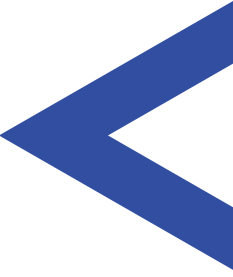
Policy Objective 5: Stimulate inclusive and efficient innovation in service delivery for the public sector through coherent and coordinated Whole-of-Government and the decentralisation approaches:															
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year						Budget (NAD '000)			Lead/ Responsible Entity	
Establishing an Inter-Ministerial Committee on public sector innovation	Inter-Ministerial Committee	Minutes and reports	Established committees	1	1	1	1	1	1	1	50	50	50	50	Lead: OPM
Establishing a public service community of practice/network through Innovation Clubs in all ministries, departments, regional councils, local authorities, and public enterprises in the country	Encouragement to line ministries to create innovation clubs	Innovation Clubs	Number of clubs established	0	5	8	10	15	20	500	500	500	500	500	Lead: OPM
Conduct innovation policy learning and review processes	Policy learning and review	Policy Learning review report	% of completion	0	45%	55%	65%	75%	80%	50	50	50	50	50	Lead: OPM
Develop guidelines for intellectual property protection of innovations for public sector and service delivery	Development of IP guidelines	IP guidelines	% of completion	0	40%	50%	60%	70%	80%	300	300	300	300	300	Lead: OPM

Policy Objective 6: Initiate practical and effective collaborative and participation platforms with the private sector, civil society and citizens' for public sector innovation and service delivery:															
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year						Budget (NAD '000)			Lead/ Responsible Entity	
Identify mechanisms to engage citizens in all innovation clubs in all regions	Citizen engagements	Citizen engagement platform	Number of engagement/dialogues	1	4	6	8	12	14	500	500	500	500	500	Lead: OPM
	National and regional dialogues	National and regional dialogue reports													
Organize national and regional dialogues on services delivery and innovation	Information dissemination plan for citizens	Plan	Citizen satisfaction survey	1	4	6	8	12	14	500	500	500	500	500	Lead: OPM

Policy Objective 7: Ensure sustainable funding for policy implementation and domestication of regional, continental and international treaties and declarations on public service delivery and public sector innovation.													
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year					Budget (NAD '000)	Lead / Responsible Entity		
Treasury to allocate a budget dedicated for public sector innovation projects	Innovation for public sector fund	Funded public sector innovation projects	% of total budget spend on public sector innovation	0	0.35%	0.45%	0.55%	0.65%	1%	One percent of total budget		Lead: OPM Partners: MHEI MoF	
The Office of the Prime Minister in collaboration with line ministries and the private sector, will develop a resource mobilisation strategy for public sector innovation	Terms of reference for development of resource mobilization strategy Task force to oversee the process Guidelines for mainstreaming public sector innovation priorities into budgets of OMAS	Resource mobilisation strategy	% of completion	0	40%	55%	65%	75%	85%	50	50	50	Lead: OPM Partner: MoF
Funding to support Namibia's participation at regional, continental and international innovation summits, seminars, fairs	Innovative public sector that delivers efficient and effective service to its customers	Attendance report/register	Rate of attendance	0	40%	50%	55%	60%	70%	500	500	500	Lead: OPM
Funding to support transfer of technologies for improving public sector innovation service delivery	Equipped innovation Hub	Functioning Innovation Hub	% of Completion	0	-	-	1	1	1	2000	2000	2000	Lead: OPM

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