



# NIPDB

Namibia Investment Promotion  
and Development Board

1 APRIL 2021 TO 31 MARCH 2023  
**STRATEGIC PLAN**

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## LIST OF ABBREVIATIONS AND INTERPRETATIONS

4IR	Fourth Industrial Revolution
AfCFTA	Africa Continental Free Trade Area Agreement
AGOA	African Growth and Opportunity Act
Bn/ b	Billion
BoN	Bank of Namibia
CCT	Cabinet Committee on Treasury
CCTED	Cabinet Committee on Trade and Economic Development
CEO	Chief Executive Officer
DTA	Double Tax Agreement
EPA	Economic Partnership Agreement
EXCO	Executive Committee
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GNI	Gross National Income
GRN	Government of the Republic of Namibia
HPP2	Harambee Prosperity Plan II
ICT	Information and Communication Technology
IMD	IMD World Competitiveness Center
IP	Intellectual Property
IPA	Investment Promotion Agency
KPI	Key Performance Indicators
m	Million
MEFT	Ministry of Environment Forestry and Tourism
MIT	Ministry of Industrialisation and Trade
MHAISS	Ministry of Home Affairs,Immigration, Safety and Security
MSMEs	Micro, Small and Medium-Sized Entities
MOU	Memorandum of Understanding
NAD	Namibia Dollar
NDP-5	The Fifth National Development Plan
NEEEB	National Equitable Economic Empowerment Bill
NIC	Namibia Investment Centre
NIPA	Namibia Investment Promotion Act
NIPDB	Namibia Investment Promotion and Development Board
NSA	Namibia Statistics Agency
NTA	Namibia Training Authority
NTB	Namibia Tourism Board
NTF	Namibia Trade Forum
OMAs	Government Offices,Ministries and Agencies

PE	Public Enterprise
PEGA	Public Enterprise Governance Act of 2019
PTA	Preferential Trade Agreement
PPP	Public Private Partnership
RDB	Rwanda Development Board
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SEZ	Special Economic Zone
SLA	Service Level Agreement
SMEs	Small and Medium-Sized Entities
TVET	Technical and Vocational Education and Training
UN	United Nations
USD	United States Dollar
WEF	World Economic Forum

# 1. EXECUTIVE SUMMARY

Established on 27 November 2020, NIPDB started operating on 1 April 2021 and developed a two-year strategy to guide its operational activities for the first two years of operations. The strategic period is determined, after considering the dynamic conditions in which NIPDB has been established. These included the Namibian economic, political and social climate, as well as the uncertainties caused by the outbreak of the COVID-19 Pandemic.

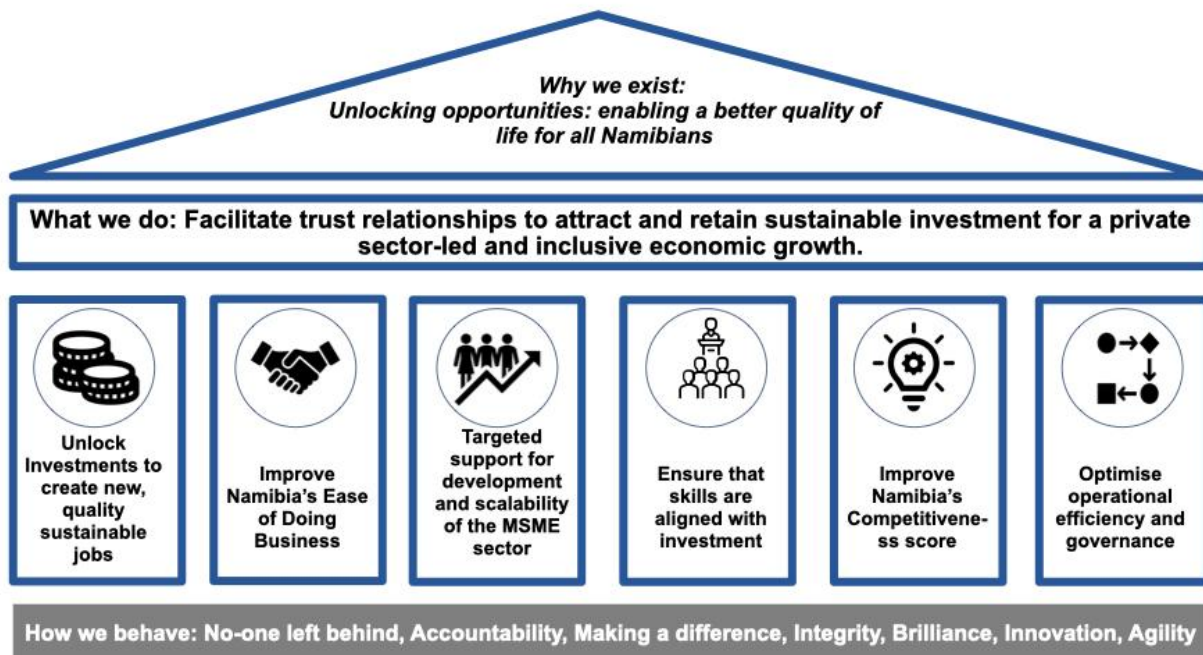
NIPDB is the national body that has been tasked with public and private sector collaboration to ensure that the nation has a business conducive climate. As part of its core mandate, NIPDB seeks to attract and retain investments while at the same time promoting Namibia as a place to develop, live, invest and work.

The strategy was formulated during a collaborating process that included NIPDB’s employees, Executive Board, Advisory Board members and the operationalisation task force. The strategy development process included consideration of the external and internal environmental factors that will impact and influence NIPDB’s ability to succeed and it also included stakeholder consultations with relevant Groups. NIPDB’s strategy map is depicted below.

The strategy is focused on implementing initiatives and achieving objectives that will bring about positive change to contribute to the achievement of Vision 2030 and the health, wealth and wellbeing of every Namibian. Consequently, only one of the six strategic goals are focused on the operations of NIPDB itself.

Stakeholder participation and buy-in, digitalisation, data analysis and research are only some of the critical factors required for the successful attainment of the strategic goals.

*The below image is a summary of the NIPDB strategy.*



## 2. THE ROLE OF A DEVELOPMENT BOARD FOR NAMIBIA

### 2.1 The Namibian Macro-economic Environment

The World Bank classified Namibia as an upper-middle-income country based on the country's Gross National Income (GNI) per capita of 5,060 USD in 2019. The GNI per capita divides a nation's final income by its population. Upper middle-income countries have a Gross National Income (GNI) per capita that is between 4,046 USD and 12,535 USD.

Despite this classification, Namibia was ranked as the second most unequal nation in the world in 2020, with a Gini coefficient of 0.591 (World Bank, 2020). This indicates that although Namibia as a nation generates high income, there are extreme inequalities in income distribution and living standards in the country.

Namibia had a working-age population (between the ages of 15 and 64) of 1,4m people in 2018 (Namibia Statistics Agency 2019), which was 59% of the population. The Namibia Statistics Agency (NSA) reported that Namibia had an age dependency ratio of 69% in 2018 (Namibia Statistics Agency 2019), which meant that there were about 60 dependents for every 100 persons in the working-age group. When accounting for Namibia's policy that states that the retirement age is 60 instead of 65, the dependency ratio becomes 75 people for every 100 people in the working-age group.

However, the statistics above do not account for the high unemployment rate of 33.4% in 2018 (Cirrus Capital (Pty) Ltd, 2020). The NSA reported that the number of employed persons in Namibian was 725,742 in 2018.

Namibia has experienced a protracted economic recession over the last five years and the economy is estimated to have contracted by a further 7.3% in 2020 (Bank of Namibia 2020), largely due to the impact of the COVID-19 pandemic.

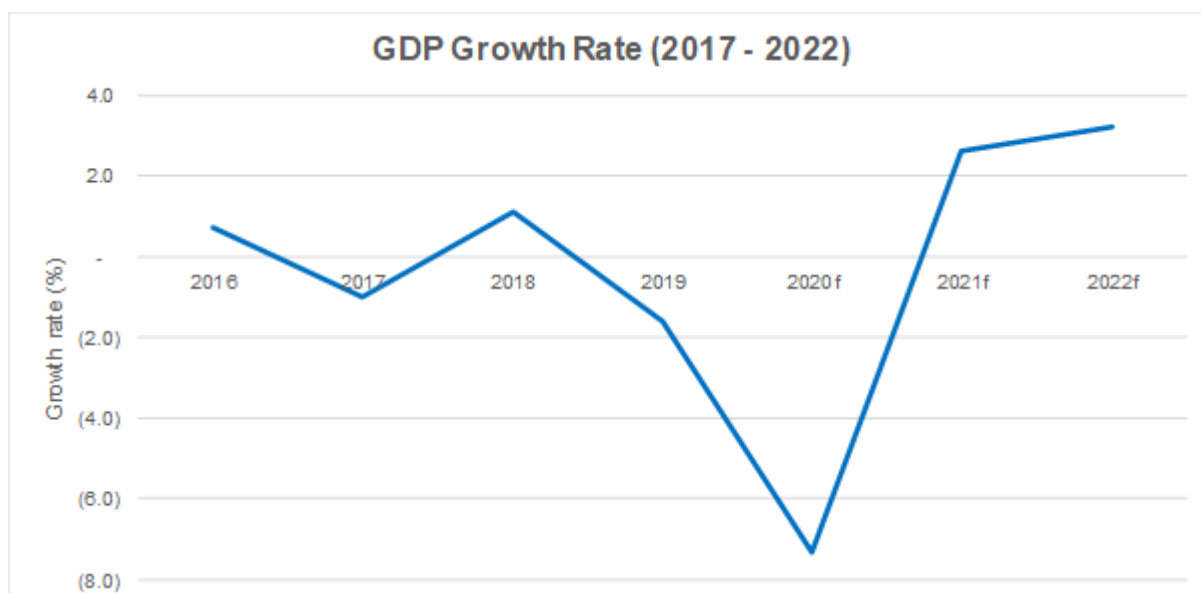


Figure 1: Namibia GDP Growth Rate

The economic recession increased the number of unemployed persons as many companies could not sustain themselves and went out of business; and several others were forced to retrench. Moreover, policies such as the nationwide lockdown during the State of Emergency in 2020 negatively impacted all Namibians, especially those employed in the informal sector, which constituted 57% of all Namibian employees in 2018.

The pressure on disposable income resulted in a curb on consumer spending as evidenced by the slowdown in credit extended to the private sector during the second quarter of 2020 (Bank of Namibia, 2020). The decrease in credit extension is due to debt repayments and a decline in demand for credit, despite the record low prime interest rate of 7.5%. These macroeconomic factors mean that more dependents are relying on fewer employed persons to meet their needs. Furthermore, fuelled by the uncertainty caused by the COVID-19 pandemic, these factors have resulted in the domestic private sector facing severe pressure and as a result, it will struggle to stimulate the economy by itself.

As a direct knock-on effect, the Government of the Republic of Namibia (GRN) will collect fewer taxes as less investment and returns will be generated by the private sector. The Minister of Finance announced an expected budget deficit of N\$ 12.4b in the 2022 fiscal year. This means that the country cannot rely on government spending to revive the economy.

The macroeconomic formula provides a calculation for the measurement of a country's Gross Domestic Product (GDP).

$$\text{GDP} = \underset{\times}{\text{C}} + \text{I} + \underset{\times}{\text{G}} + (\text{X}-\text{M})$$

GDP = Gross Domestic Product  
C = Consumer spending  
I = Investments  
G = Government spending  
X - M = Net exports = Exports - imports

Figure 2: Macroeconomic Formula

Due to the economic factors mentioned above, Namibia is limited in terms of the levers that it can pull to grow its GDP and will therefore need to attract more domestic and Foreign Direct Investments (FDIs) to grow the economy.

Namibia historically received increased FDIs with a noticeable boom between 2005 and 2010 due to increased spending on construction projects. The B2Gold Mine and Husab Uranium Mine commenced construction in 2013 and 2014 respectively, which caused noticeable increases in FDIs.





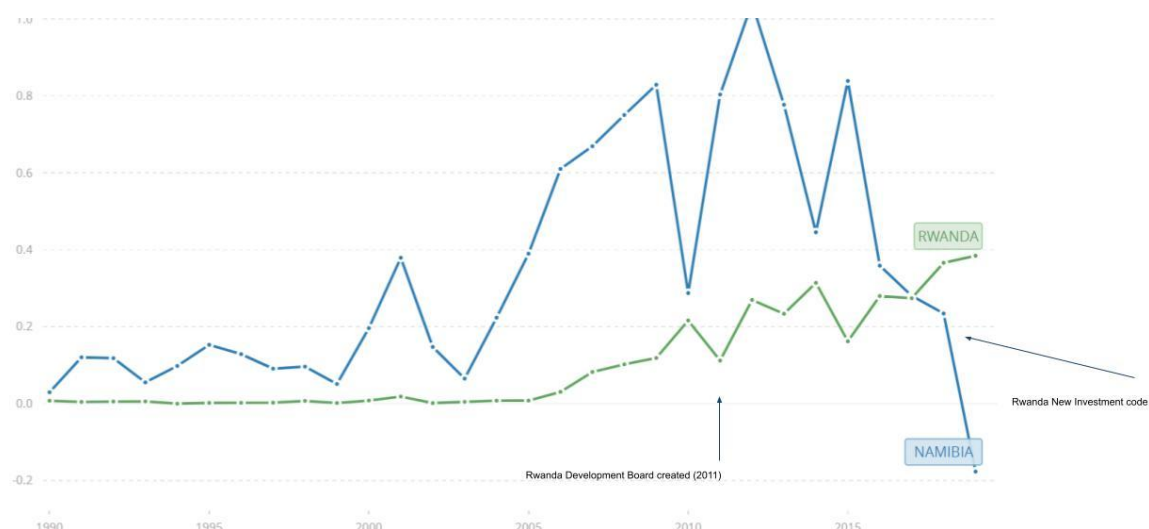


Figure 3: Historical Data FDI (source: World Bank)

However, Namibia has recently experienced FDI outflows, which is largely attributed to the completion of these mining construction projects, other public sector construction projects and the repayments of inter-company loans by foreign investors. The United Nations Conference on Trade Development reported that Namibia had FDI outflows of USD 17m in 2019, a significant decline compared to the inflows of USD 157m in 2018. In July 2020, a single investor withdrew a significant amount from the Namibian Stock Exchange, adding to the FDI outflows. The FDI outflows contribute to the deficit in the balance of trade account and the outflows have been contributing to the decline in GDP.

A further negative for economic growth is that Namibia has historically been a net importer of even basic goods like food and electricity. However, Namibia is one of 30 African countries that have ratified the Africa Continental Free Trade Area Agreement (AfCFTA) which has increased the market size that the country can access. This development combined with other market access such as to the USA through African Growth and Opportunity Act (AGOA), Europe through Economic Partnership Agreement (EPA), South America through Preferential Trade Agreement (PTA) means exporting more goods and services will be a key factor in growing Namibia's economy.

## 2.2 Namibia's Policy Environment

Namibia has various national strategies for industrialisation, towards achieving Vision 2030. However, a robust policy environment is needed to build trust and attract foreign investors. Future aspects of the policy climate should be coordinated and monitored to foster an enabling policy environment.

Namibia needs to engage in major policy reforms to ensure that the country becomes an attractive destination for investment. It must enhance its competitiveness and the ability to facilitate businesses and investors. In the age of COVID-19, competition for investment has intensified.

New legislative framework, including the Namibia Investment Promotion Act (NIPA) and the National Equitable Economic Empowerment Bill (NEEEB) will need to be finalised to provide investors certainty. Finalising these laws will position Namibia as a trusted business partner for the private sector while further providing NIPDB with the tools necessary to attract the right investors to Namibia and support local businesses. Moreover, communicating effectively on these new measures and on policies implemented would be important to provide investors with a trusted information source.



## 2.3 How Namibia is Perceived as an Investment Destination

Interviews were conducted with a sample of stakeholders who commented on their experience of Namibia as an investment destination. The following stakeholder groups were interviewed:



Figure 4: Interviewed Stakeholder Groups

The following six themes were prevalent from the stakeholder interviews.

### Counter-industry pace

- Slow decision-making;
- Investors to devise own means of getting to the right people.

### Politics dictate private sector

- Blurred lines between politics and private sector;
- Little understanding of what private sector is and its role in the economy;
- Local businesses are hostile to foreign investors.

### Bureaucratic

- Multiple permits required;
- Disjointed process – investors sent from pillar to post.



### Non-committal

- Both GRN and private sector are non-committal;
- Invite investors with urgency but tend not to commit, do not solve problems and remove bottle-necks;
- Little to no responsiveness nor commitment.

### People precede process

- No clear processes in place;
- No empowerment of people in the process as small decisions are escalated to the highest level;
- Investors begging for service or must know someone.

### Reluctance to import skills

- Visa issuance for skilled foreigners is hindered;
- Visa application process is tedious;
- Immigration officers only police rather than facilitate investor entry.

Figure 5: Stakeholder Perceptions - Thematic Groups

Apart from the six overall themes, stakeholders generally perceive Namibia as follows:

- A small market with finite opportunities;
- Lack of innovation infrastructure; and Unavailability of specialised support structures for Micro Small and Medium-Sized Entities (MSMEs) and start-ups.

## 2.4 Perceptions Vis- à-vis International Rankings

### Competitiveness Score:

In terms of overall competitiveness, Namibia was ranked 94<sup>th</sup> out of 141 countries by the World Economic Forum (WEF) in 2019. Comparative countries such as Rwanda and Mauritius ranked 100<sup>th</sup> and 52<sup>nd</sup>, respectively.

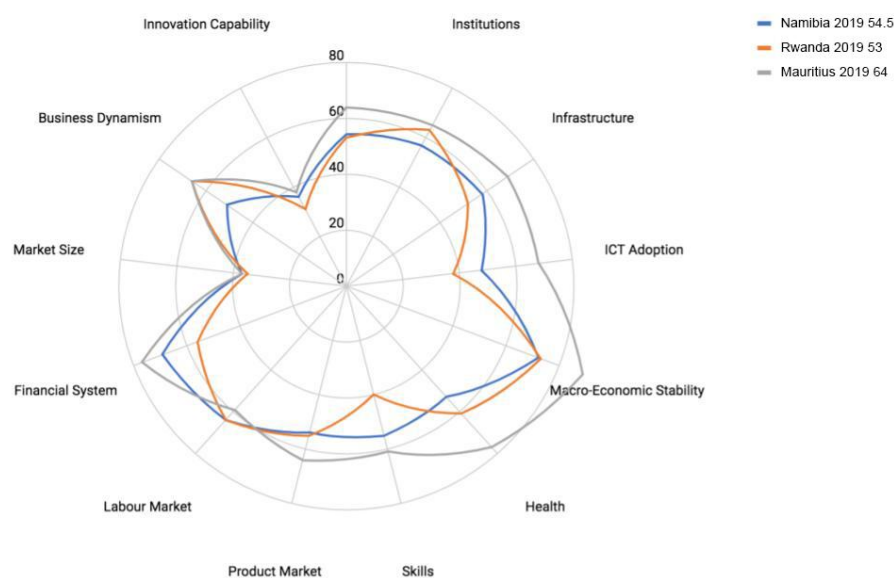


Figure 6: Comparative WEF Competitiveness Scores 2019

### Ease of Doing Business Rankings – 2020<sup>1</sup>:



When considering the Ease of Doing Business rankings, Namibia was ranked 104<sup>th</sup> out of 190 countries, and by contrast, Mauritius was ranked 13<sup>th</sup>, while Rwanda was ranked in 38<sup>th</sup> place.

Namibia is far behind her peers in most aspects of the Ease of Doing Business rankings which indicates that major reforms are required in all facets of business-facing services.

There were noted improvements in the ability to enforce contracts by transparently reporting on how cases are progressing through the courts. This is particularly attributable to the launch of the e-justice system.

<sup>1</sup> Published in 2019



Figure 7: Ease of Doing Business Rankings

Information and Communication Technology (ICT) is a noted key differentiator in global economic competitiveness. In terms of the Network Readiness ranking, Namibia was ranked as 105<sup>th</sup> out of 121 countries in 2019 and did not score in the top 30<sup>th</sup> percentile for any of the metrics that were assessed.

When comparing the international rankings to the stakeholder interview feedback, it is clear that their perceptions are aligned with the international rankings.

## 2.5 Where Namibia Wants to go – National Strategies

The National Strategies are led by Vision 2030, which paints a picture of what Namibia should look like in the year 2030.

### Vision 2030

- A Prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability.

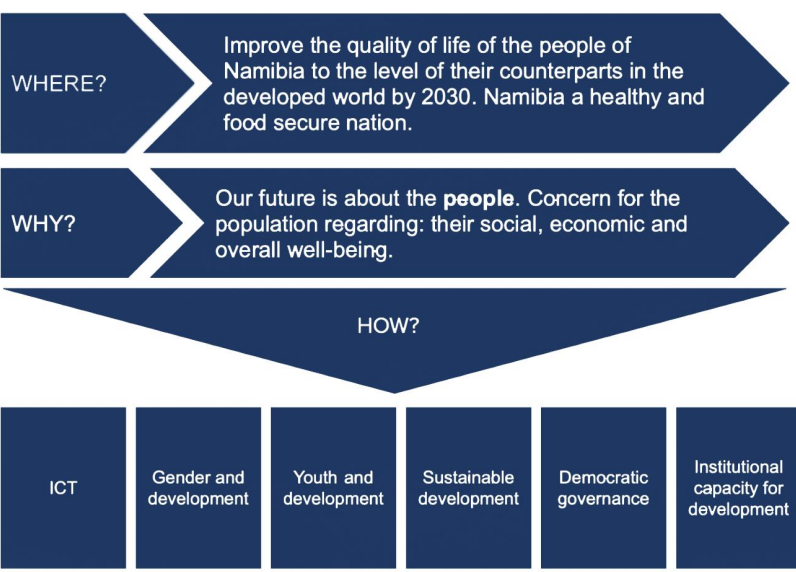


Figure 8: Overview of Vision 2030



The Fifth National Development Plan (NDP-5), Harambee Prosperity Plan II (HPP2) and Growth at Home Strategy have all been developed to guide the implementation of Vision 2030.

These Namibian aspirations are aligned to Africa's Agenda 2063 as well as the United Nations' Sustainable Development Goals (UN SDGs) which both address key issues pertaining to economic growth and development. These provide the premise for the development of the Namibia Investment Promotion and Development Board. The two provide compelling ambitions for Africa and the World, respectively. 16 of the 17 UN SDGs goals speak to similar goals within the Agenda 2063 and 7 of the 17 are aligned to the Namibian development goals and our nation's priority areas, which are private sector-led and inclusive growth, leading to sustainable economic development and gainful employment creation for all Namibians.

The goals are all focused on eradicating poverty, creating a meaningful life for all and providing a future for the next generation. The mandate of the Board subscribes to the same goals found in both the SDGs and the Agenda 2063.

With only 9 years left to 2030, Namibia needs a body to spearhead its economic development by facilitating linkages, focusing on the attraction and retention of FDI and creating a business-conducive climate. Nations that were in similar positions in the past such as Singapore, Mauritius and Rwanda have credited their success to the establishment of Development Boards that focused on the execution of their mandate resulting in positive economic growth for their countries.

# 3. OVERVIEW OF NIPDB

## 3.1 The Founding of NIPDB

The Namibia Investment Centre (NIC) and SME Divisions were historically housed in the Ministry of Industrialisation and Trade (MIT). In 2020, the President of the Republic of Namibia established the Namibia Investment Promotion and Development Board (NIPDB). The entity was established as a Not-for-profit Company under the Companies Act of Namibia 2004.

NIPDB as Namibia’s newly founded Development Board assumed the functions of the NIC and SME Division. The organisation started operating on 01 April 2021 and was entrusted with the following mandate to:

- Promote and facilitate investment by foreign and Namibian investors and new ventures that contributes to economic development and job creation;
- Implement Namibia’s Investment Policy and attendant Strategy;
- Review and propose policy reforms and measures to support trade and investment promotion, conducive labour market policies, and improve the country's Competitiveness and the Ease of Doing Business;
- Develop and implement branding interventions that promote Namibia as an attractive investment destination;
- Develop institutional mechanisms and assume the lead coordinating role across all levers for SME development nationally;
- Implement the National MSME Policy of 2016;
- Promote regional Special Economic Zones that leverage the geographic comparative advantages of each region; and
- In collaboration with relevant stakeholders, facilitate collaborative roles between the Government and private sector to stimulate the growth, expansion and development of the Namibian economy.

## 3.2 Governance and Organisational Structures

NIPDB has six departments as per the following transitional organisational structure. The six Heads of Departments together with the CEO form the Executive Committee (EXCO) and are NIPDB’s Directors in terms of the Companies Act of Namibia.

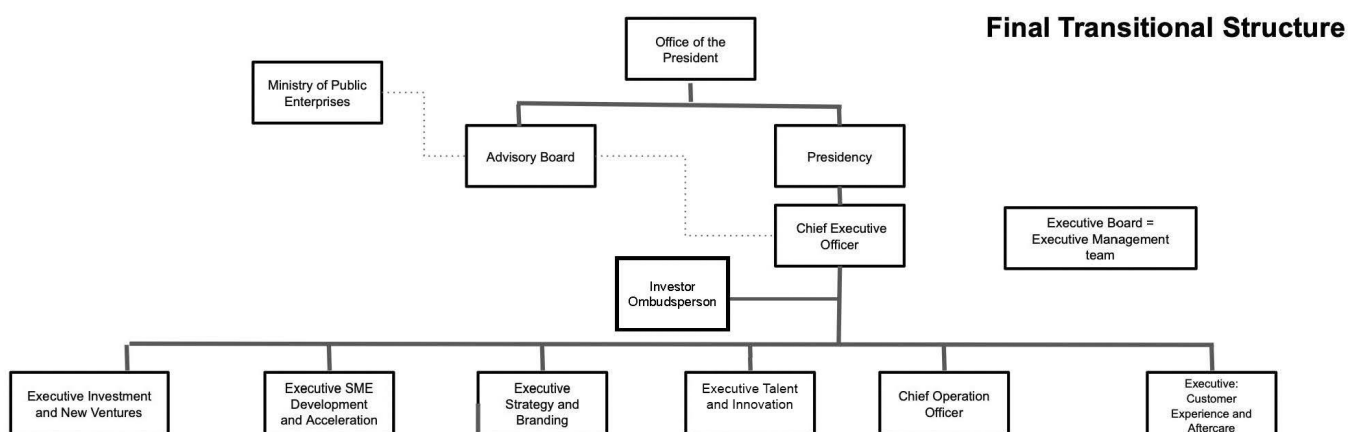


Figure 9: NIPDB Transitional Organogram

Each department's main objectives are outlined in the following table.

<p><b>Investment and New Ventures</b> – responsible for attracting FDI to Namibia and matching sustainable and identified investment opportunities to investors.</p>	<p><b>SME Development and Acceleration</b> – responsible for creating a conducive business climate for MSMEs and co-ordinating MSME support structures. This will include coordinating and implementing programmes and policies that will create an enabling ecosystem for MSMEs and Start-ups.</p>	<p><b>Strategy and Branding</b> – responsible for ensuring that Namibia has competitive policies to offer potential and current investors, and for branding and promoting Namibia as an Investment Destination. The Department further acts as marketing support for the other departments and is responsible for branding the organisation, NIPDB. Furthermore, this department must ensure that there is effective collaboration between the public and private sectors.</p>
<p><b>Talent and Innovation</b> – responsible for ensuring that Namibia develops the skills required by investors and for the development of competitive skills for the future. Simply put, this department will play an active role in supporting skilling of Namibians and getting our workforce 4IR ready as well as promoting enabling labour laws and practices.</p>	<p><b>Customer Experience, Facilitation and Aftercare</b> – responsible for the Ease of Doing Business and for investor retention including state of the art one stop shop investor services, aftercare, reinvestment and compliance reviews.</p>	<p><b>Operations</b> – responsible for providing internal services to NIPDB and ensuring that NIPDB's talent is capacitated and developed and that the internal processes are optimal.</p>

*Table 1: NIPDB Departmental Objectives*

As a means of succession planning, each Executive will deputise the CEO for six months on a rotational basis.

The Ombudsperson's office for investment is being set up to resolve disagreements between a state agency and an investor. Currently, in Namibia, there is no centralised mechanism for dealing with such. The Ombudsperson will provide tailored post-investment and grievance-settlement services for investors and enterprises doing business in Namibia. Insights from these grievances from and amongst foreign enterprises can be used as input for policy makers to make regulatory adjustments and reforms to enhance the business environment. The Ombudsperson's office will work closely on Investment Aftercare to further foster alternative dispute mechanism methods such as conciliation or mediation. This will aid in the implementation and enhancement of good practices in the country in a bid to prevent disputes. The Ombudsperson's office will be an ideal entity for dispute prevention. In the interim, before the ombudsperson is recruited, NIPDB's CEO will be in charge of providing this type of services.

Furthermore, NIPDB has an appointed Advisory Board which comprises independent, non-executive individuals, who were appointed to represent the President by assisting him to oversee the NIPDB's operations.

The Chief Executive Officer (CEO) is the chairperson of both the Advisory Board and the Executive Board and reports directly to the President. The Advisory Board reports to both the Office of the President and to the Ministry of Public Enterprises seeing that NIPDB is a Public Enterprise.

The Namibia Investment Promotion Act (NIPA) is the mandating Act for NIPDB and will legally recognise the Board's role in Namibia. NIPA will give NIPDB the authority and power to act, and is currently being reviewed by stakeholders before it is tabled in Parliament. The structure is considered to be transitional and it will be re-assessed during the strategy implementation phase. It must be revised to ensure that it serves the organisation's purposes and effectively facilitates the implementation of the strategy.

### 3.3 SWOT Analysis

The SWOT analysis provides a bird's-eye view of the key internal and external factors that impact NIPDB in the achievement of its mandate. The Strengths and Weaknesses are existing internal factors over which NIPDB exerts some influence and control. Opportunities and Threats are external factors that may change NIPDB's future and that are outside the Board's control. NIPDB will seek to reinforce its strengths and leverage them to create a competitive advantage. Weaknesses will be mitigated and NIPDB will actively work to convert weaknesses into strengths or limit their hindrances on the operations. NIPDB will further capitalise on opportunities to best position itself as a successful Development Board. Threats will be monitored and mitigated as far as possible, as NIPDB strengthens its operating environment to ensure continuity and to enable the Board to effectively respond and/or recover should any threats materialise.

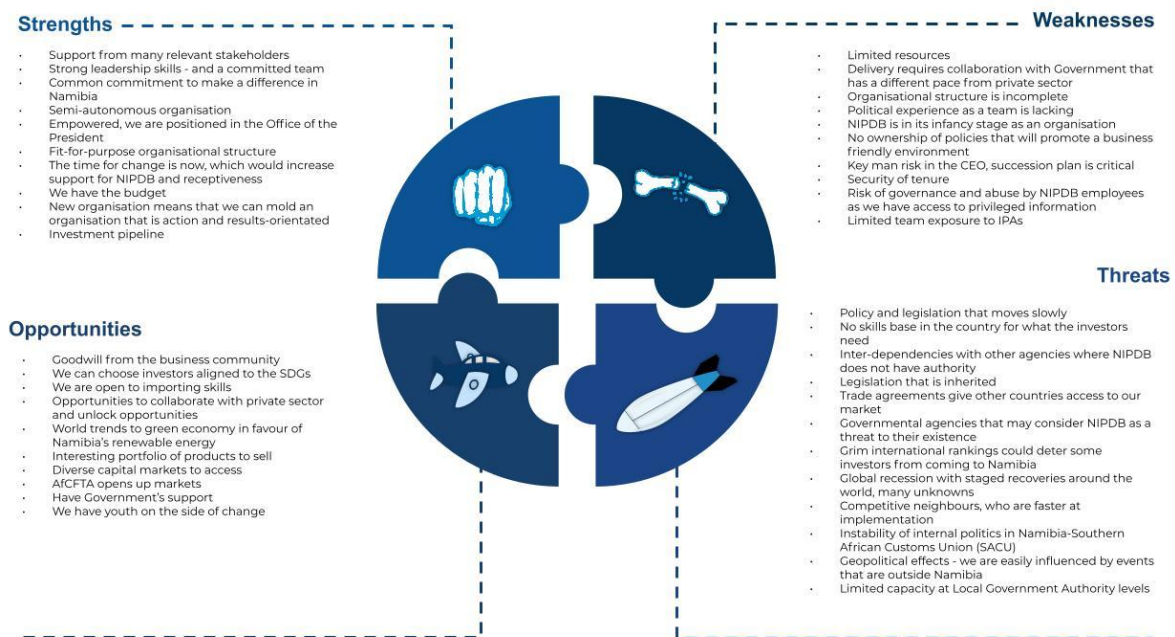


Figure 10: NIPDB SWOT Analysis

NIPDB's strengths are mostly due to the economic challenges that Namibia is currently facing. Many relevant stakeholders are ready to embrace NIPDB as the body responsible for spearheading economic growth. Along with this support, NIPDB has a certain level of influence as an entity that is housed in the Office of the President, with a CEO that reports directly to the Head of State. Being a new entity further provides the opportunity to build a fit-for-purpose organisation that can be action and results-orientated from the beginning.

The weaknesses are rooted in NIPDB being a new entity, as many uncertainties surround the entity. The key weakness may be that the Board needs to work with governmental agencies that work at a "counter-industry pace", which would hinder NIPDB's mandate as a facilitator. Furthermore, NIPDB is required to lead law and policy reforms to enable a business conducive climate, although it is not the owner or the formulator of the various policies. In addition to stakeholder perception and management, governance is a significant risk, considering that NIPDB is a completely new organisation. Succession policies, an ethical culture, risk management and standard operating policies and procedures need to be established, implemented and maintained.

Namibia is a nation rich in natural resources, which provides a diverse portfolio of investment opportunities to sell to investors which could provide easier alignment to the SDGs and valuable partnerships between the public and private sectors for economic growth. Furthermore, Namibia has access to a bigger market through its ratification of the AfCFTA.



The key threats are a slow-moving policy and regulatory environment, and a risk that current governmental agencies may perceive NIPDB as a threat to their existence, and might resist the realisation and efforts of the Board. NIPDB is strongly reliant on effective stakeholder participation and buy-in to deliver on its mandate, however, it has limited ownership and influence in stakeholder's processes and operations. Furthermore, Namibia currently ranks poorly as an investment destination and has competitive neighbours who are known for being fast implementers. NIPDB will need to overcome this stumbling block and improve stakeholder perceptions of Namibia to facilitate economic recovery and growth.

### 3.4 What NIPDB Can Learn from Successful IPAs

Development Board	Key Successes	Strategies Implemented
<b>Economic Development Board of Mauritius</b>	<ul style="list-style-type: none"> <li>7.11% unemployment rate; and</li> <li>Number 1 in Ease of Doing Business in Africa and 13th globally.</li> </ul>	<ul style="list-style-type: none"> <li>Structured in clusters – better geared to service more sophisticated investors;</li> <li>Strong focus on business facilitation and simplifying and streamlining services;</li> <li>Implementation of e-services;</li> <li>Responsive to new trends;</li> <li>Provides economic advisory to the Government;</li> <li>Focuses on lobbying in favour of government reforms; and</li> <li>Voice of the Private Sector.</li> </ul>
<b>Economic Development Board of Singapore</b>	<ul style="list-style-type: none"> <li>Recognised as a leader in high-value manufacturing;</li> <li>Rated first in Asia for innovation;</li> <li>Rated 1<sup>st</sup> in Ease of Doing Business globally; and</li> <li>4.1% resident unemployment.</li> </ul>	<ul style="list-style-type: none"> <li>Pro-business government and business conducive climate;</li> <li>Sectoral focus in promoting investments;</li> <li>Successful implementation of PPPs;</li> <li>Collaboration with sovereign wealth fund Temasek on innovative projects;</li> <li>Funding for deep tech start-ups; and</li> <li>Tailored assistance for large and high-growth companies.</li> </ul>
<b>Rwanda Development Board (RDB)</b>	<ul style="list-style-type: none"> <li>Rated 2<sup>nd</sup> in Ease of Doing Business in Africa; and</li> <li>Attracted projects such as VW electric car manufacturing, Carnegie Mellon and SEZ for agribusiness export; Increased FDI to 420m USD in 2019; and innovation driven.</li> </ul>	<ul style="list-style-type: none"> <li>Streamlining institutions;</li> <li>Streamlining processes;</li> <li>High-level reach of Board – CEO of RDB is a cabinet member;</li> <li>Key account managers system;</li> <li>Strong IT base and e-services; and</li> <li>Collaboration approach.</li> </ul>
<b>Economic Development Board of Madagascar</b>	<ul style="list-style-type: none"> <li>Comparable as they've effectively utilised their limited resources;</li> <li>Have very low funding; and</li> <li>88.5 score in 2019 in starting business<sup>2</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>Optimisation of resources;</li> <li>Private sector engagement;</li> <li>One-stop centre;</li> <li>Successful SEZs;</li> <li>Focus on investor after care; and</li> <li>Success on re-investment.</li> </ul>
<b>Ethiopia Investment Commission</b>	<ul style="list-style-type: none"> <li>Comparable as they've effectively utilised their limited resources.</li> </ul>	<ul style="list-style-type: none"> <li>One-stop centre;</li> <li>Extensive reforms;</li> <li>Focus on after care;</li> <li>Good at attracting skills – young professionals; and</li> <li>Successful SEZs.</li> </ul>
<b>Botswana Investment and Trade Centre (BITC)</b>	<ul style="list-style-type: none"> <li>BITC's focus on investment;</li> <li>Attraction, export promotion and development; and</li> </ul>	<ul style="list-style-type: none"> <li>Proactive and selecting investor targeting based on research;</li> <li>Identifies growth sectors in the economy;</li> <li>Business facilitation services centre;</li> </ul>

<sup>2</sup>This is likely to have improved if there was a more recent index. There is no newer index, given the COVID-19 pandemic

	<ul style="list-style-type: none"> <li>• Management of the national brand – Go Botswana; and</li> <li>• Top 100 in Ease of Doing Business and WEF competitiveness score.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on investor aftercare activities;</li> <li>• Advocacy framework to push forward key recommendations to improve the investment climate;</li> <li>• Set up of performance targets;</li> <li>• Competitive tax regime across all sectors;</li> <li>• Streamlined company licensing and permits; and</li> <li>• Competitive SEZ regime.</li> </ul>
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Table 2: What NIPDB can learn from successful IPAs

The common threads for success are:

- Focusing on streamlining services;
- Private-sector focus;
- Internal lean structures;
- Participating in policy determination;
- Leading reforms;
- Innovation and resourcefulness;
- Special Economic Zones (SEZ's);
- E-Services; and
- A common goal for change.

## 4. INITIAL 24 MONTH STRATEGY

NIPDB's Employees, EXCO, Advisory Board and operationalisation Task Force collaborated to develop the entity's initial strategy for the first 24 months of operations, starting on 1 April 2021. The strategy was developed after considering the environmental context and NIPDB's mandate and purpose. The strategy map with the strategic goals is illustrated below.

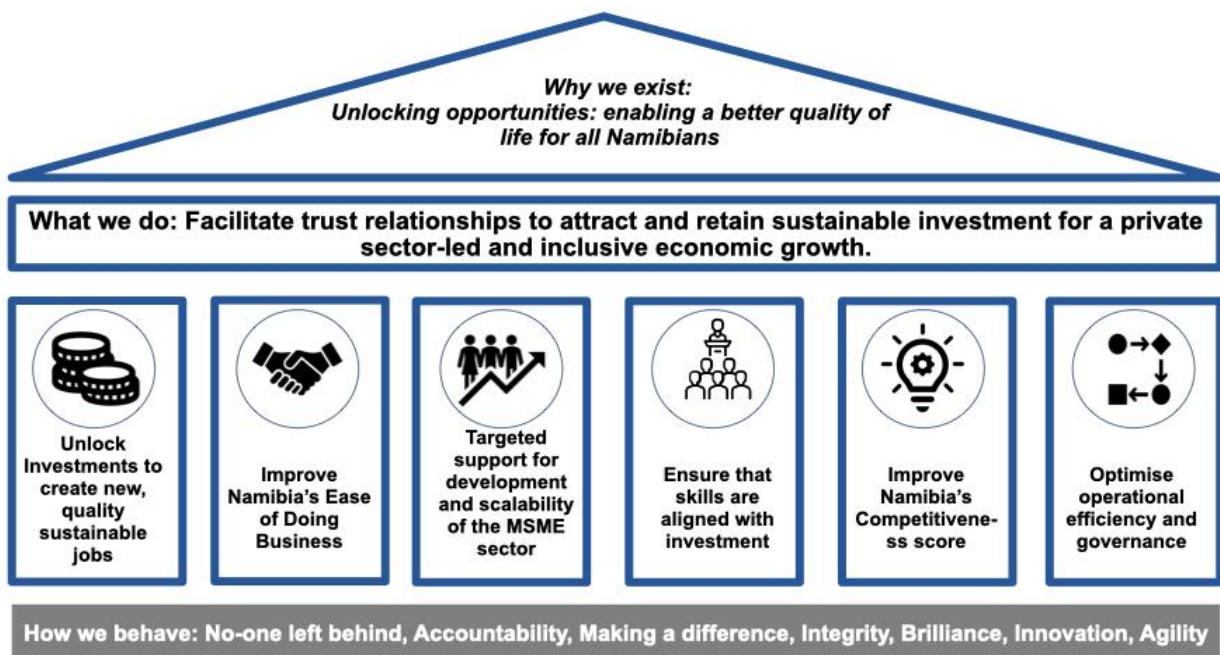
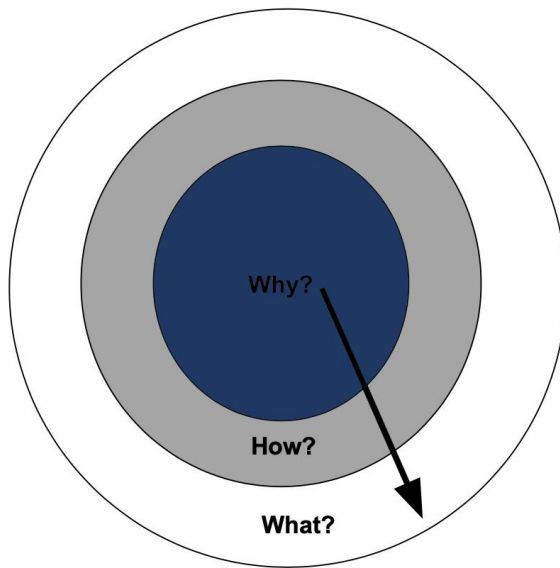


Figure 11: NIPDB Strategy Map

## 4.1 High Level Statements and Core Values



### **Why** NIPDB exists:

Unlocking opportunities: enabling a better quality of life for all Namibians

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### **How** NIPDB will achieve its purpose:

**No-one left**  
**Accountability**  
**Making a difference**  
**Integrity**  
**Brilliance**  
**Innovation**  
**Agility**

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### **What** NIPDB does:

Facilitate trust relationships to attract and retain sustainable investment for private sector-led and inclusive economic growth.

Figure 12: Golden Circle and NIPDB's High Level Statements

**NIPDB's** purpose and reason for existing is to unlock opportunities and enable a better quality of life for all Namibians. This encompasses both the mission and the vision as it is not only NIPDB's purpose but is also the future that the organisation envisions.

NIPDB's "why" is reflective of its establishment to act as a facilitator and unlock opportunities to bring them to fruition which in turn will contribute towards the realisation of Vision 2030. NIPDB's existence will enable a better quality of life and create opportunities for all Namibians. However, every Namibian will still have the responsibility to grab the opportunities that will be available and create a better future for themselves.

NIPDB will achieve its purpose by building a principled and disciplined team that will operate in a healthy culture to pursue the single meaningful organisational goal. The culture that will be built spells out the acronym of NAMIBIA to reinforce the reality that the entity exists to create a better Namibia for her citizens.





Figure 13: NIPDB Core Values

Our culture and behaviour will set us apart as a dependable institution that stakeholders want to partner with, that can be trusted to deliver and that has the best interest of Namibia at heart. Trust, delivery and service excellence will be the cornerstone of our brand.

**What** NIPDB does is facilitate trust relationships to attract and retain sustainable investment for private sector-led and inclusive economic growth.

At its core, NIPDB is a facilitator that seeks to regain trust between the private and public sectors, and between Namibia and the World. NIPDB aims to attract and retain FDI that will create sustainable value for Namibia. These investments should benefit Namibia in the long term, such as by creating a skilled workforce and local downstream supply chains. The Board aims to enable a change in the constitution of the economy so that the private sector, including MSMEs, becomes the largest consumer and supplier of goods and services. The envisaged economic growth must benefit all Namibians, at every level and in every region for a sustainable future that resonates with the Africa Agenda 2063 of creating the Africa we want.

## 4.2 Critical Success Factors

The following key conditions must be in place for the strategy's success.

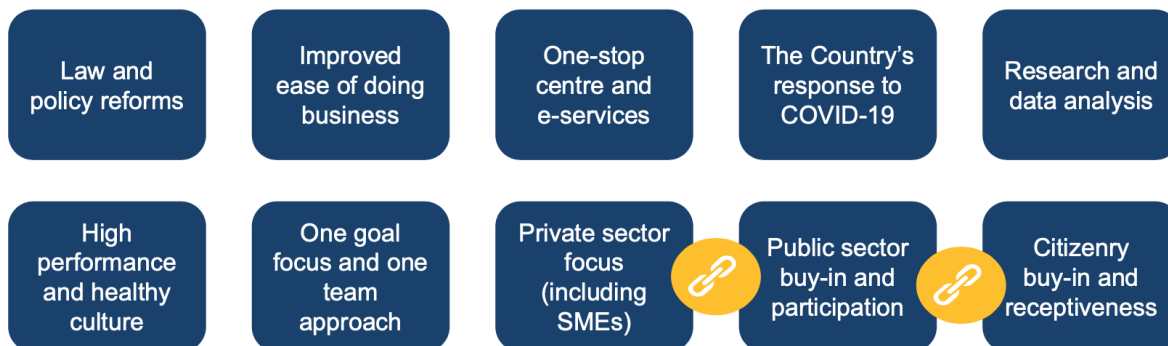


Figure 14: NIPDB Critical Success Factors

## 4.3 Strategic Goals and Objectives

NIPDB has six strategic goals that will move it towards the achievement of its purpose. The goals are based on the four pillars of the Balanced Scorecard Methodology; however, they have been adapted for NIPDB.

Each goal is supported by the achievement of certain measurable objectives as detailed below:

### Goal 1: Unlock investments to Create New, Quality, Sustainable Jobs

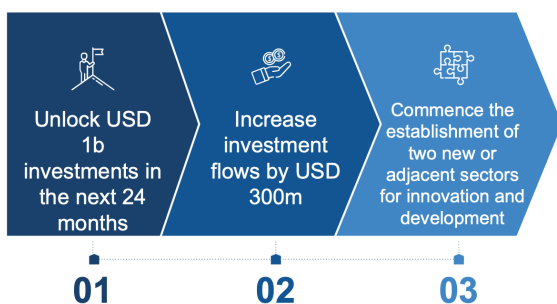


Figure 15: Goal 1 Objectives

As part of the overall goal, NIPDB will seek to unlock investment flows (FDI, reinvestment and domestic investment, including capital equipment importation) of US\$1bn in the next 24 months. Part of the strategy includes attracting impact investors which would signal, to the world, that Namibia is ready for investment and has effective governance processes in place to maximise the value of said investments. The Board will develop a consolidated investment project pipeline which will include a range of projects generated through the public sector, foreign investors and Government, with potential PPP investment opportunities, including large national projects.

Keeping in line with the lessons learned from other Development Boards, NIPDB will identify, evaluate and commence the establishment of at least two new or adjacent sectors (identified from research and data) that Namibia can package as opportunities for investors. A key enabler will be to make sure that the policies on incentives and SEZs are finalised in collaboration with the relevant ministries and communicated to investors as soon as possible.

Furthermore, the establishment of sectors will require engagement with NSA and key OMAs. Data on imports and FDI, together with other data and research from the Ministry of Finance, Harvard Growth Lab, Bank of Namibia and other sectoral reports will be used to identify key opportunities to grow new sectors, products and services. NIPDB will assess project viability and sustainability to develop models for the realisation of these sectors.

The Investment and New Ventures Department will be the lead implementer of this strategic goal.

## Goal 2: Improve Namibia's Ease of Doing Business Ranking

NIPDB will target certain aspects of the Ease of Doing Business ranking to increase the country's score in certain areas. The goal will be attained by achieving the following five objectives.

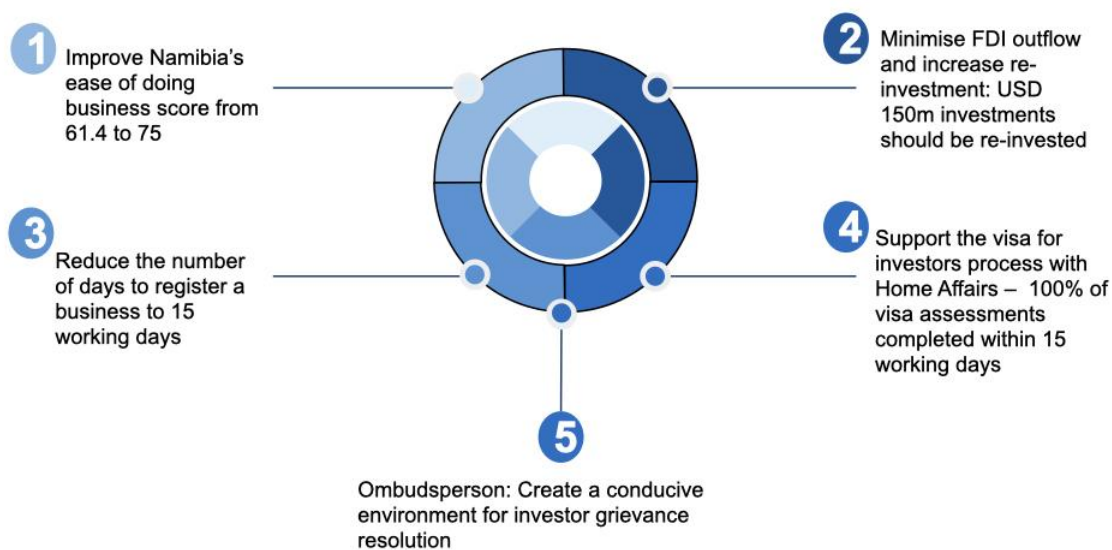


Figure 16: Goal 2 Objectives

NIPDB will establish a One-stop Centre in its building and house identified public enterprises to attend to certain investors to hasten business registrations and license applications. As part of this objective, NIPDB will engage the relevant public enterprises to reduce evaluation and registration turnaround times, digitise their services and empower consultants within NIPDB to have some level of decision-making authority.

In line with the critical success factor of providing e-services, NIPDB will collaborate with other Public Entities in rolling out a one stop centre online system. The system will enable online business registration and license applications. NIPDB will fully manage or have significant influence over the management of the system and will engage other Public Enterprises to ensure that they digitise and integrate their services to the national portal.

Furthermore, NIPDB aims to minimise FDI outflow by retaining investors with effective aftercare services. As part of after-care, the Board will build a database of investors, develop and implement a stakeholder engagement plan for the identified investors. NIPDB aims to build one-on-one relationships with investors, and identify and solve challenges that they may be facing after they have invested. Apart from minimising FDI outflow, NIPDB will engage existing investors to identify additional investment opportunities where they may need support to ensure reinvestment.

NIPDB will assist Home Affairs to conduct business evaluations to improve the visa assessment process.

This goal will be driven by the Customer Experience, Facilitation and Aftercare Department.

### Goal 3: Targeted Support for the Development and Scalability of MSMEs and Start Ups

NIPDB will intentionally generate a MSME and start-up friendly business environment by coordinating resources available for MSMEs and ensuring that there are appropriate support mechanisms in place. The core theme is to assist MSMEs to ideate, start, scale and be sustainable. In support of this, NIPDB will assist MSMEs in their ideation phase, help them gain market access, access information on available funding and to incubate and grow (upskilling). The key objectives for the next 24 months are as follows:



Figure 17: Goal 3 Objectives

In assisting MSMEs to ideate, NIPDB will develop a start-up policy framework, encourage the private sector to have think tanks and thereby create a start-up culture. NIPDB aims to get start-ups that will solve national problems on the map, across the country.

In terms of market access, NIPDB will engage the Manufacturer’s Association, Namibia Trade Forum and other associations to provide insight on how more MSMEs can obtain market access. Furthermore, NIPDB will develop an accreditation process where accredited MSMEs can be listed on a NIPDB “MSME yellow pages”. Accreditation could be renewed yearly to require MSMEs to implement responsible and sustainable business practices, such as paying taxes, preparing financial statements and developing policies and procedures. These initiatives will also assist with the incubation of MSMEs as responsible practices and business management tools will assist them to grow sustainably.

NIPDB will coordinate national MSME funding opportunities and seek to enter into Service Level Agreements (SLAs) with funding partners as a pledge to support MSMEs. Then the MSME sector will have access to a list of funding sources available, together with their requirements and be more knowledgeable on how to obtain funding for their enterprises. Although NIPDB will not be a funder, it will play the key role of providing information to MSMEs on the funding opportunities that are available to them.

The SME Development and Acceleration Department is responsible for the implementation of this goal.

## Goal 4: Coordinate and Support Initiatives to Skill Namibia and get the Country 4IR ready, thereby ensuring that Skills are Aligned with Investment

NIPDB will facilitate the creation of 100 private sector, specialized skills and increased TVET skills in the next 24 months and will achieve the following five objectives:

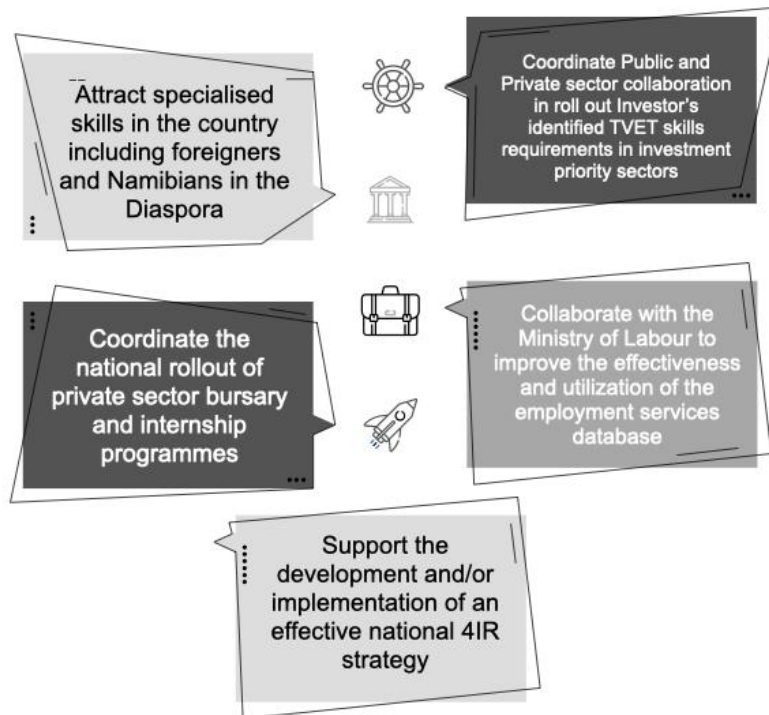


Figure 18: Goal 4 Objectives

The Talent Department will lead the achievement of these objectives, which are designed to create local capacity for the jobs required by investors and addressing the skills shortage in Namibia.

## Goal 5: Improve Namibia's Competitiveness Score

NIPDB aims to increase Namibia's competitiveness score by 22% in the next 24 months. The Competitiveness Score measures several indicators as outlined in Figure 6. Many of the indicators are not within NIPDB's control, however, the Board aims to understand which data was utilised, how it was obtained and engage with stakeholders to formulate strategies to improve targeted metrics, which is reflective of NIPDB's role as a facilitator. The achievement of the goal will be supported by the following five objectives.



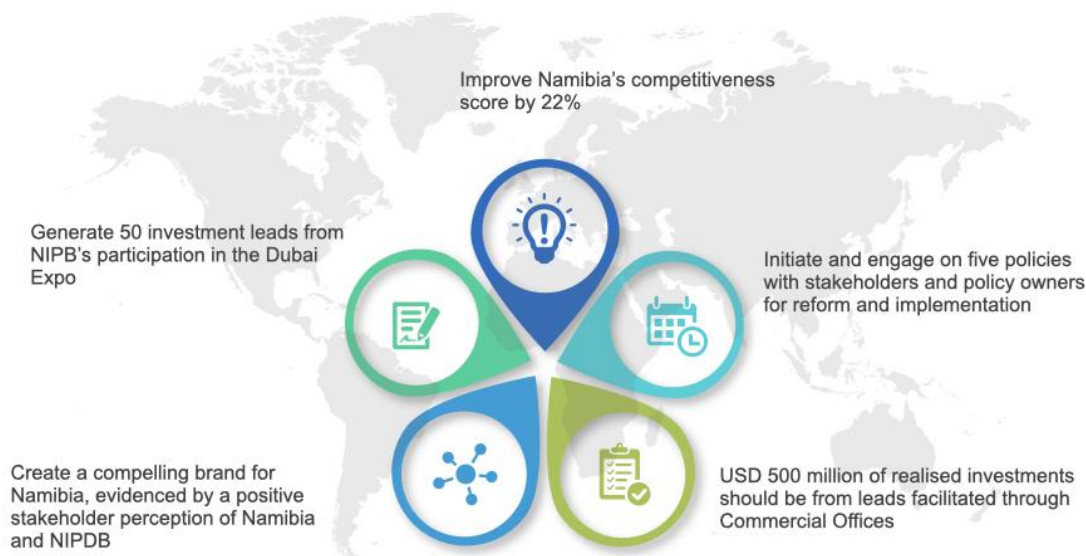


Figure 19: Goal 5 Objectives

The first objective is reflective of the need to identify specific areas that have to be targeted to increase Namibia's competitiveness score. NIPDB will ensure effective engagement with the World Bank, service providers that impact the Ease of Doing Business and with various regulators. Furthermore, NIPDB will ensure that MOUs are signed and implemented with the relevant bodies.

NIPDB will initiate and engage on five high-priority policies with stakeholders and policy owners to review and propose changes that are more business friendly if required. Additionally, NIPDB intends to analyse and understand the policies so that the Board may appropriately communicate the proposed policies to stakeholders, particularly to potential investors.

As part of its support functions, the Strategy and Branding Department will promote identified investment opportunities to potential investors, to aid in the goal of attracting FDI to Namibia. The Commercial Counsellors will also be required to contribute USD 500m to all realised investments in support of the FDI investment attraction targets.

NIPDB seeks to create a positive stakeholder perception of the Board to foster recognition of the Board and build a strong brand.

Finally, as "Namibia's marketing department", NIPDB will create a compelling brand for the nation as a preferred investment destination.

The Strategy and Branding Department will lead the achievement of these objectives. However, they will also need to support other departments to ensure that NIPDB communicates appropriately with its stakeholders to promote Namibia.

## Goal 6: Optimise Operational Efficiency and Governance

NIPDB must ensure that its staff is capacitated, developed and that internal processes and procedures are streamlined to enable enterprise effectiveness and efficiency. Due to recent governance failures throughout the world, enterprise governance is a key focus area, particularly because NIPDB is a Public Enterprise. Furthermore, operational efficiency is a priority as the entity is a not-for-profit that is currently purely funded by the State. Hence, NIPDB must maximise its resources to deliver on its mandate. The achievement of the goal will be supported by the following key objectives.



Figure 20: Goal 6 Objectives

A high-performance culture indicates that staff are adequately skilled, working in a conducive environment and are appropriately guided by enterprise policies and procedures.

NIPDB will endeavour to fund 15% of its budget to reduce the pressure on State resources and achieve a level of independence. To attain this objective, NIPDB will explore the potential of obtaining non-State grant funding to assist in the achievement of its mandate. NIPDB will only be in a position to obtain grants if the financial systems and procedures are implemented appropriately and in line with international standards. This will include financial planning, financial monitoring and financial reporting and ensuring compliance to the appropriate accounting standards and applicable laws and regulations.

NIPDB aims to comply with all the provisions of its Articles of Incorporation and will specifically address the following objectives to strengthen organisational governance:

- Finalise and implement Memorandum of Understandings (MOUs) with main service providers and stakeholders;
- Draft and finalise Board and Executives' performance agreements;
- Establish effective risk management processes;
- Finalise and implement organisational policies and procedures; and
- Address effective contract management and litigation matters.

NIPDB aims to be a technologically enabled organisation as reflected in the objective of digitalising 75% of its processes. As part of this digitalisation, ICT governance processes and systems, and an ICT strategy need to be created and implemented.

## 5. ACHIEVING THE STRATEGY – THE IMPLEMENTATION PLAN

A corporate scorecard with Key Performance Indicators (KPIs) and targets for the strategic period of 24 months was developed to guide the implementation of the strategy. The matrix is in line with the objective to create a high-performance culture and to support the value of accountability. The scorecard further identifies possible initiatives that will be implemented to ensure that NIPDB meets its objectives and goals. The goals are enterprise-wide, whereas individual departments are responsible for the successful implementation of the initiatives and objectives.

Strategic Goal	Measure	Indicator / KPI	Baseline	Target	Objectives	Initiatives	Responsible
<b>F: Unlock investments to create new, quality, sustainable jobs</b>	FDI to Namibia	FDI attracted	(USD 17m) in 2019	USD 1bn	F1: Deliver US 1bn of investment[1] within 24 months, committed up to FID phase, of which 30% will have been delivered or at least be at breaking ground stage	F1.1: Develop relationships with key domestic and international players in the relevant sector/product/venture sphere.	Executive: Investments and New Ventures
	Skilled jobs created	Number of skilled jobs created by private sector	-	1,000		F1.2: Develop a consolidated investment opportunity and project pipeline that will include a range of projects, including foreign, domestic, Govt and PPP projects	Executive: Investments and New Ventures
						F1.3: Develop relationships with NIDA/PPP Unit teams and market PPPs to investors.	Executive: Investments and New Ventures
						F1.4: Review current investment opportunities on the shelf at NIDA and the PPP Unit.	Executive: Investments and New Ventures
						F1.5: Establish investment opportunity, financial and business case evaluation, assessment capability, capacity and processes needed to create a reliable pipeline and portfolio	Executive: Investments and New Ventures
						F1.6: Engage leaders in various regions to attract investments to all the regions and towns of Namibia	Executive: Investments and New Ventures
						F1.7: Complete an incentive desktop study, draft a policy framework to expedite the finalisation of new incentives regulations and policy. Influence MIT for NIPDB to input into and expedite the finalisation of SEZ policy framework and legislative process	Executive: Investments and New Ventures

					F1.8: Conduct continuous FDI research and monitoring from BoN data, MoF reporting and monitoring the regional FDI landscape	Executive: Investments and New Ventures
					F1.9: Participate in the development of and framing of PPP transactions and manage related processes accordingly. Proactively engage and include PPP projects as part of NIPDB's wider investment opportunity marketing efforts	Executive: Investments and New Ventures
					F1.10: Develop functional and strategic approach to opportunity development where Govt and SOE's are stakeholders involved, including a stakeholder management and engagement plan	Executive: Investments and New Ventures
					F1.11: Develop and maintain relationships with key SOE's, agencies and Ministries in order to expedite information exchange and investor queries.	Executive: Investments and New Ventures
					F1.12: Assure all strategies include an approach to create investment opportunities and projects that include quality and secure jobs with an aim to maximise job creation opportunities	Executive: Investments and New Ventures
					F1.13: Create capacity to deliver limited project preparation provision to SOE's and non-corporate project owners by collaborating with other stakeholders in the economic development sector, e.g GIZ, PDU	Executive: Investments and New Ventures
				F2: Increase FDI inflows by US\$300m at the end of the 24-month period based on a 12-quarters average as reported by BoN	F2.1: Incorporate into sales message and strategy emphasising economic and non-economic benefits of investing in Namibia.	Executive: Investments and New Ventures
					F2.2: Inform bankable opportunities from BoP, Export/Import data and market intelligence. Develop reliable data model that can be applied across both internal and external opportunities	Executive: Investments and New Ventures
					F2.3: Proactively engage with potential foreign or domestic investors to develop bankable projects/investment opportunities	Executive: Investments and New Ventures

						to increase chances of success and marketability. Development of a structured marketing plan on a rolling 12-month basis	
						F2.4: Develop an approach to investment lead development, management and an opportunity/project flow model to direct accordingly	Executive: Investments and New Ventures
						F2.5: Implement processes to track and trace investment/project progress across all organisational verticals	Executive: Investments and New Ventures
						F2.6: Develop a process to assess the feasibility of all investment projects and opportunities, package appropriately for relevant investors from PPP, SOE and Internal project pools	Executive: Investments and New Ventures
					F3: Commence the establishment of at least two new or adjacent sectors for innovation and development	F3.1: Identify and target at least two focus sectors or products based on research and policy for new sectors/ventures	Executive: Investments and New Ventures
						F3.2: Conduct sectoral research using resources available from the MoF, BoN and other reputable organisations, with a focus on outcomes from “Reimagining Namibia’s Economic Future” British High Commission Report, Harvard Growth Lab and related insights	Executive: Investments and New Ventures
						F3.3: Identify and establish working and or steering committees for key or strategic industries or sectors in an attempt to either establish such a sector or to aid and coordinate the growth and development of such sectors. Such committees will be directed by an agreed TOR and be composed of the public sector, private sector and civil society in membership	Executive: Investments and New Ventures
<b>C: Improve Namibia's Ease of Doing Business</b>	Ease of doing business ranking	Namibia's score	61.4	75	C1: Improve Namibia's Ease of Doing Business score from 61.4 to 75	C1.1: Ease of doing Business Ranking should be at 100 by Dec 2021	Executive: Customer Service and Aftercare

					C1.2: MOUs signed with Ministries so that they can commit to mutually agreed service levels.	Executive: Customer Service and Aftercare
					C1.3: Implement MOUs and establish a One Stop Centre for 9 PEs - at NIPDB premises the Investor Services Center	Executive: Customer Service and Aftercare
					C1.4: Roll out ICT systems for the Investor Services Center	Executive: Customer Service and Aftercare
					C1.5: Map the services that we need from the regulators and other organisations that impact the Ease of Doing Business Levers	Executive: Customer Service and Aftercare
					C1.6: Draft and finalise MOUs with relevant bodies	Executive: Customer Service and Aftercare
					C1.7: Form an effective Ease of Doing Business Working Committee with relevant partners and Stakeholders from both the public and private sector.	Executive: Customer Service and Aftercare
				C2: Minimise FDI outflow and increase re-investment: USD 150m investments should be re-invested	C2.1: Aftercare - Monthly contact with 15 to 20 investors (email/ phone/ visit)	Executive: Customer Service and Aftercare
					C2.2: Develop an investor engagement plan. Conduct investor satisfaction and engagement index surveys.	Executive: Customer Service and Aftercare
					C2.3: Maintain a list/database of investors/investments.	Executive: Customer Service and Aftercare
					C2.4: Create a framework capturing findings and addressing challenges	Executive: Customer Service and Aftercare
					C2.5: Create and maintain a database of facilitation requests.	Executive: Customer Service and Aftercare
					C2.6: Collaborate with the Investments Department to develop pipeline of future projects that could be promoted for re-investment.	Executive: Customer Service and Aftercare

					C3: Reduce the number of days to register a business to 15 working days	C3.1: 15 Working days includes BIPA, SSC, Tax Registration, Fitness Certificate	Executive: Customer Service and Aftercare
						C3.2: Successful rollout of the complete e-services (Online portal - One Stop Centre - to offer at least additional 15 e-services).	Executive: Customer Service and Aftercare
						C3.3: NIPDB to fully manage or have significant influence over the management of the ICSF or similar system.	Executive: Customer Service and Aftercare
						C3.4: Encourage public entities and agencies to digitise and link their services to NIPDB's website.	Executive: Customer Service and Aftercare
						C3.5: Conduct benchmarking to assist public enterprises' turnaround time and align to global best practices.	Executive: Customer Service and Aftercare
					C4: Support the visa for investors process with Home Affairs – 100% of visa assessments completed within 15 working days	C4.1: Maintain a register of new and existing investors with relevant information (e.g. number of jobs, N\$ of investment).	Executive: Customer Service and Aftercare
						C4.2: Prepare guidelines for visa application evaluations including a checklist of required documents	Executive: Customer Service and Aftercare
						C4.3: Prepare plan for engaging with Investment Department to assist with the review business plans & Financial Statements.	Executive: Customer Service and Aftercare
						C4.4: Perform background checks and conduct World Check investigations & Risk Research on all new/potential investors.	Executive: Customer Service and Aftercare
						C4.5: NIPDB to make visa/permit recommendations - MHAISS to define visa/permit approval conditions.	Executive: Customer Service and Aftercare
						C4.6: Maintain investor conditions per visa/permit approval and performance agreements. Assess investors' compliance with these terms & conditions.	Executive: Customer Service and Aftercare
					Ombudsperson: Create a conducive environment for	C5.1: Implement an investor complaint database	CEO and Ombudsperson
						C5.2: Prepare a investor grievance resolution framework	CEO and Ombudsperson

					investor grievance resolution	C5.3: Target to resolve investment grievances and challenges within 90 days of reported matter C5.4: Escalate high level investor grievance to relevant Cabinet Committee - e.g. CCTED/CCT	CEO and Ombudsperson CEO and Ombudsperson
<b>S: Targeted support for development and scalability of the MSME sector including startups</b>	MSMEs accredited	Number of MSMEs registered and then formally accredited by NIPDB	-	1,000	S1: Facilitate engagements resulting in market access for MSMEs	S1.1: Implement "Ostora" vision (physical retail store) by 31 Dec 2021. Physical and Online MSME stores	Executive: SME, Acceleration and Incubation
						S1.2: Uniform and public sector procurement projects actioned by 31/12/22	Executive: SME, Acceleration and Incubation
						S1.3: Retail charter traction - 10% by 31 Dec 2021	Executive: SME, Acceleration and Incubation
						S1.4: Manufacturing association - Namibia barcode centre with support of NTF - 50% Win by 31 Dec 21	Executive: SME, Acceleration and Incubation
					S2: Connect MSMEs to funding partners that are in the business of funding MSMEs	S2.1: ALL MSME funding (grant, debt & mezzanine) nationally coordinated by 31 Dec 2021	Executive: SME, Acceleration and Incubation
						S2.2: SMART partnership with a commercial bank to roll out an "MSME road-show"	Executive: SME, Acceleration and Incubation
						S2.3: Explore and partner with private sector and institutional savings such as NASIA	Executive: SME, Acceleration and Incubation
					S3: Increase the capacity of private sector incubation with a national footprint	S3.1: Measure the impact of MSME initiatives	Executive: SME, Acceleration and Incubation
						S3.2: Identify major partners that we support who can work with MSMEs	Executive: SME, Acceleration and Incubation
						S3.3: The development of an ICT backbone to support MSMEs	Executive: SME, Acceleration and Incubation
						S3.4: Establishment of impactful working committees	Executive: SME, Acceleration and Incubation



					S4: Promote startups that will solve national problems	S4.1: Create a thorough MSME database	Executive: SME, Acceleration and Incubation
						S4.2: Form a working committee to drive and establish a start-up legislation	Executive: SME, Acceleration and Incubation
						S4.3: Compliment the existing efforts of private sector in fostering a national start-up culture	Executive: SME, Acceleration and Incubation
<b>T: Coordinate and support initiatives to skill Namibia and get the country 4IR ready thereby ensuring that Skills are aligned with Investment</b>	Availability of skills in identified investment areas	Number of skills	-	100 specialised skills 1,000 TVET skills	T1: Attract specialised skills in the country including foreigners and Namibians in the Diaspora	T1.1: Develop and document National database of specialised skills in priority sectors	Senior Manager: Talent and Productivity
						T1.2: Facilitate visa programs for specialised skills	Senior Manager: Talent and Productivity
						T1.3: prepare a skills database of Namibia in the diaspora and develop programs to attract them back to the country	Senior Manager: Talent and Productivity
					T2: Coordinate Public and Private sector collaboration in roll out Investor's identified TVET skills requirements in investment priority sectors	T2.1: Identify Investors TVET skills needs/ requirements. Focus on priority sectors such as agriculture, tourism etc.	Senior Manager: Talent and Productivity
						T2.2: Implement sectoral working committees to facilitate collaboration between public and private sectors aimed at finding solutions that will result in the provision of investors required TVET skills	Senior Manager: Talent and Productivity
						T2.3: Collaborate with the MEFT, NTA and NTB to seize opportunities provided by the Dubai Tourism College to provide TVET to Namibians in the tourism industry	Senior Manager: Talent and Productivity
					T3: Coordinate the national rollout of private sector bursary and internship programmes	T3.1: Develop a national internship roll out concept, including digitalisation (as part of Namibia Online)	Senior Manager: Talent and Productivity
						T3.2: Pilot the implementation of the internship concept	Senior Manager: Talent and Productivity

						T3.3: Develop a national private sector bursary funded program roll out concept	Senior Manager: Talent and Productivity
						T3.4: Pilot the implementation of the national private sector funded bursary program	Senior Manager: Talent and Productivity
					T4: Collaborate with the Ministry of Labour to improve the effectiveness and utilisation of the employment services database	T4.1: Explore opportunities to develop employment and skills match tools/mechanisms and integration	Senior Manager: Talent and Productivity
						T4.2: Roll out communication campaign to the private sector to increase the use of the database	Senior Manager: Talent and Productivity
						T4.3: Roll out communication campaign to graduates and all potential employees to register on the database	Senior Manager: Talent and Productivity
						T4.4: Support the implementation of efficient and effective data capturing and reporting mechanisms and regularly share that data with relevant stakeholders	Senior Manager: Talent and Productivity
					T5: Support the development and/or implementation of an effective national 4IR strategy.	T5.1: Determine Namibia's readiness and/or current measures in place to respond to challenges/opportunities offered by 4IR	Senior Manager: Talent and Productivity
						T5.2: Join or facilitate the establishment of a national working committee on 4IR strategy and readiness strategy	Senior Manager: Talent and Productivity
<b>M: Improve Namibia's competitiveness score</b>	Namibia's competitiveness score	International competitiveness score	54.5	70	M1: Improve Namibia's competitiveness score by 22%	M1.1: Network with the World Economic Forum and consultants with experience in this field, to understand the ranking and scores and understand the levers that need to be pulled, to improve Namibia's score.	Executive: Strategy & Branding
						M1.2 Conduct a detailed review of the competitiveness ranking report and identify the areas that need to be influenced for change.	Executive Strategy and Branding

					M1.3 Identify and engage local economic research organisations, to determine the baseline data required by WEF and / or IMD, including data sources and integrity.	Executive Strategy & Branding
					M1.4 Establish a Public / Private Forum, consisting of senior leaders from Public and Private sector. The main standing agenda item must include Namibia's economic standing in the global arena (HPP II)	Executive Strategy & Branding
					M1.5 In collaboration with the Namibia Chamber of Commerce and Industry (NCCI) develop minimum standards to improve the quality of customer service and implementation plan for a customer Satisfaction Survey (HPP II).	Executive Strategy & Branding
				M2: Initiate and engage on five laws with stakeholders and policy owners for reform and implementation	M2.1: Develop a list of all laws that impact investment in Namibia. Review, propose and lobby for policy reforms (e.g. NEEEB, NIPA, Land and Immigration Act) that impact / influence investment attraction by the end of 2021.	Executive: Strategy & Branding
					M2.2: Conduct a study with local business community on current policy uncertainty and perform a Needs Analysis among the local and international community, via stakeholder engagement	Executive: Strategy & Branding
					M2.3: Set up a standing Policy Reform Working Committee, consisting of public and private sector representatives, who will assist in conducting research and provide insight and direction on different policy reforms.	Executive: Strategy & Branding
					M2.4: Seek funding for Policy Reform, especially for legal drafting. Prepare a mapping of our understanding of funding institutions, their direction and mandate.	Executive: Strategy & Branding
				M3: USD 500 of realised investments	M3.1: Develop and implement the NIPDB Foreign Representation Policy on FDI Promotion policy and strategy. Include KPI's	Executive: Strategy & Branding

				should be from leads facilitated through Commercial Offices (COs)	and ensure annual performance agreements are finalised and monitored.	
					M3.2: Develop and roll out a training programme on Investment Promotions for all employees, representatives of Namibian Foreign Missions on Investment Promotion (and all those who will be sought out for promotion).	Executive: Strategy & Branding
					M3.3: Develop an annual investment promotion programme including events, conferences and expos that Namibia should attend to promote investments and Namibia as a preferred investment destination.	Executive: Strategy & Branding
					M3.4: Develop the Investment Promotion and Attraction strategy.	Executive: Strategy & Branding
					M3.5: Develop an Investment promotion toolkit	Executive: Strategy & Branding
				M4: Create a compelling brand for Namibia, evidenced by a positive stakeholder perception for Namibia and NIPDB	M4.1: Develop and implement a stakeholder engagement strategy and plan that will foster meaningful relationships for shared valued in the next three months.	Executive: Strategy & Branding
					M4.2: Develop a compelling brand for Namibia and NIPDB - position Namibia's ambition as a place to live, visit and develop.	Executive: Strategy & Branding
					M4.3: Develop and implement a communication strategy & plan : a) Educate employees, the nation and the world about Namibia's investment opportunities. b) Communicate 3 positive / success stories and feature in key publications	Executive: Strategy & Branding
					M4.4: Develop a communication strategy / framework for each identified priority sector. Develop a communication strategy/framework for new/amended policies with potential significant impact on the economy	Executive: Strategy & Branding

						M4.5: Formulate a social media strategy (including approach to social media analytics)	Executive: Strategy & Branding
						M4.6: Develop a measuring tool to measure perceptions and confidence (Brand Audit) - Place Branding	Executive: Strategy & Branding
					M5: Generate 50 investment leads from Namibia's participation in the Dubai Expo	M5.1: Develop and implement the Dubai Namibia promotional strategy and plan	Executive: Strategy & Branding
						M5.2: Create and prepare a communication e-platform for recording, registering and communicating the interests in the Namibia projects, presented in Dubai (i.e. leads)	Executive: Strategy & Branding
<b>P: Optimise operational efficiency and governance</b>	Internal Customer Satisfaction rating	Overall score on customer satisfaction rating	N/A	85%	P1: Enable a high-performance culture - at least 95% of the employees meet or exceed their objectives	P1.1: Develop and implement performance management system.	Manager HR and administration
						P1.2: Implement staff retention interventions such as L&D, team building	Manager HR and administration
						P1.3: Reward and recognition of performance	Manager HR and administration
						P1.4: Internal peer rating assessments	Manager HR and administration
						P1.5: Obtain a people engagement index of 85%	Manager HR and administration
					P2: Effective financial management and a budget that is 15% self-funded	P2.1: Explore and implement alternative funding models	Manager Finance & Procurement
						P2.2: Approved strategic budget and timely budget monitoring	Manager Finance & Procurement
						P2.3: Timely external audits and financial reporting	Manager Finance & Procurement
						P2.4: Cashflow management and cost-containment	Manager Finance & Procurement
						P2.5: Procurement in line with the Procurement Act	Manager Finance & Procurement
						P2.6: Financial and reporting system developed and implemented	Manager Finance & Procurement

				P3: Effective Board governance and compliance - 100% compliance to the articles of association	P3.1: Facilitate and support the other Departments in implementing targeted MOUs. Finalise and implement requested MOUs with main service providers timeously	Manager Legal, Compliance & Governance.
					P3.2: Board, CEO and Executive performance agreements	Manager Legal, Compliance & Governance.
					P3.3: Effective risk management processes	Manager Legal, Compliance & Governance.
					P3.4: Develop and implement organisational policies and procedures	Manager Legal, Compliance & Governance.
					P3.5: Effective contract management and litigation matters	Manager Legal, Compliance & Governance.
					P3.6: Develop and implement prioritised policies	Chief Operating Officer
					P3.7: Disaster Recovery System Developed and Implemented	Chief Operating Officer
				P4: 75% of NIPDB's processes are documented and digitalised	P4.1: ICT governance processes and systems	Manager ICT
					P4.2: Develop and implement an ICT strategy	Manager ICT
					P4.3: Build strong relationships with service provider ICT managers to ensure that we can support, link and interface their systems to ours.	Manager ICT

The actual KPIs will be measured and compared to target twice a year as part of performance management to monitor the implementation of the strategy.

## 6. REFERENCES

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and Development Board