



Republic of Namibia

## MINISTRY OF AGRICULTURE, FISHERIES, WATER AND LAND REFORM

### STRATEGIC PLAN

2025/2026 to 2029/2030





*“A prosperous, competitive  
and self-reliant food secure nation”*

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## ABBREVIATIONS AND DEFINITION OF TERMS

|                 |                                                                             |
|-----------------|-----------------------------------------------------------------------------|
| <b>4IR</b>      | FOURTH INDUSTRIAL REVOLUTION                                                |
| <b>BSE:</b>     | BOVINE SPONGIFORM ENCEPHALOPATHY                                            |
| <b>CAADP</b>    | COMPREHENSIVE AFRICA AGRICULTURE DEVELOPMENT PROGRAMME                      |
| <b>CBPP</b>     | CONTAGIOUS BOVINE PLUROPNEUMONIA                                            |
| <b>CEO</b>      | CHIEF EXECUTIVE OFFICER                                                     |
| <b>CFS</b>      | CRITICAL SUCCESS FACTORS                                                    |
| <b>CSOs</b>     | CIVIL SOCIETY ORGANISATIONS                                                 |
| <b>DAPEES</b>   | DIRECTORATE OF AGRICULTURAL PRODUCTION, EXTENSION AND ENGINEERING SERVICES  |
| <b>DARD</b>     | DIRECTORATE OF AGRICULTURAL RESEARCH AND DEVELOPMENT                        |
| <b>DGS</b>      | DIRECTORATE OF GENERAL SERVICES                                             |
| <b>DO</b>       | DESIRED OUTCOME                                                             |
| <b>DPBD</b>     | DIRECTORATE OF PLANNING AND BUSINESS DEVELOPMENT                            |
| <b>DVS</b>      | DIRECTORATE OF VETERINARY SERVICES                                          |
| <b>DWR</b>      | DIRECTORATE OF WATER RESOURCES MANAGEMENT                                   |
| <b>DWSSC</b>    | DIRECTORATE OF WATER SUPPLY AND SANITATION CO-ORDINATION                    |
| <b>ED</b>       | EXECUTIVE DIRECTOR                                                          |
| <b>FMD</b>      | FOOT-AND-MOUTH DISEASE                                                      |
| <b>FMP</b>      | FISHERIES MANAGEMENT PLAN                                                   |
| <b>GRN</b>      | GOVERNMENT OF THE REPUBLIC OF NAMIBIA                                       |
| <b>HLS</b>      | HIGH-LEVEL STATEMENTS                                                       |
| <b>ICT</b>      | INFORMATION COMMUNICATION TECHNOLOGY                                        |
| <b>IFDMP:</b>   | INTEGRATED FISHERIES AND DRYLAND MANAGEMENT PLAN                            |
| <b>IRLUPs</b>   | INTEGRATED REGIONAL LAND USE PLANS                                          |
| <b>IWRMP</b>    | INTEGRATED WATER RESOURCES MANAGEMENT PLAN                                  |
| <b>KPI</b>      | KEY PERFORMANCE INDICATOR                                                   |
| <b>KSFs</b>     | KEY SUCCESS FACTORS                                                         |
| <b>MAFWLR</b>   | MINISTRY OF AGRICULTURE, WATER & LAND REFORM                                |
| <b>MTEF</b>     | MEDIUM TERM EXPENDITURE FRAMEWORK                                           |
| <b>MSP</b>      | MARINE SPATIAL PLANNING                                                     |
| <b>NCA</b>      | NORTHERN COMMUNAL AREA                                                      |
| <b>NDI</b>      | NATIONAL DATA INFRASTRUCTURE                                                |
| <b>NDP6</b>     | SIXTH NATIONAL DEVELOPMENT PLAN                                             |
| <b>NGO</b>      | NON-GOVERNMENTAL ORGANISATION                                               |
| <b>NPC</b>      | NATIONAL PLANNING COMMISSION                                                |
| <b>NSDI</b>     | NATIONAL SPATIAL DATA INFRASTRUCTURE                                        |
| <b>OPM</b>      | OFFICE OF THE PRIME MINISTER                                                |
| <b>PA</b>       | PERFORMANCE AGREEMENT                                                       |
| <b>PESTEL:</b>  | POLITICAL, ECONOMICAL, SOCIOLOGICAL, TECHNOLOGICAL, ENVIRONMENTAL AND LEGAL |
| <b>PMS:</b>     | PERFORMANCE MANAGEMENT SYSTEM                                               |
| <b>SBU:</b>     | STRATEGIC BUSINESS UNIT                                                     |
| <b>SDI</b>      | SPATIAL DATA INFRASTRUCTURE                                                 |
| <b>SP</b>       | STRATEGIC PLAN                                                              |
| <b>SWAPO PM</b> | SOUTH WEST AFRICA PEOPLE'S ORGANISATION PARTY MANIFESTO                     |
| <b>SWOT:</b>    | STRENGTHS WEAKNESSES OPPORTUNITIES & THREATS                                |
| <b>V30:</b>     | VISION 2030                                                                 |
| <b>VCF:</b>     | VETERINARY CORDON FENCE                                                     |

## FOREWORD BY THE MINISTER

The Strategic Plan defines long term goals, guides resource allocation and informs decision making across all levels. It serves as a blueprint for transforming Namibia's agriculture sector into a resilient, inclusive and innovation-driven engine of economy growth and food sovereignty.

It aims to improve service delivery and the quality of life for citizens by aligning individual and institutional performance with national development goals such as Vision 2030. Within this framework, public servants are empowered to contribute meaningfully to the country's progress.

As a key requirement of PMS implementation framework, the development of a Strategic Plan that reflects each Ministry's mandate and Vision charting the future of Namibia's Agriculture, Fisheries, Water Management, and Land Reform. The Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR) has consistently complied in adopting performance-based planning and reporting. It's previous Strategic Plan (2017/18–2021/22, extended to 2024/25) guided implementation across the newly merged Ministries and achieved an impressive 80% success rate despite facing policy, legal, and financial constraints.

Building on this foundation, the Ministry has developed a new Strategic Plan (2025/26–2029/30) aligned with key national frameworks, including Vision 2030, NDP6, the Medium-Term Expenditure Framework (MTEF), and the SWAPO Party.

Manifesto Implementation Plan (SPMIP) which put emphasis on agriculture as a strategic National Priority and key economic enable central to our efforts to reduce poverty, create jobs, and ensure food sovereignty by reducing import by 80%.

This Strategic Plan focuses on prioritizing and streamlining interventions to ensure sustainable resource management and promote equitable socio-economic development.

However, challenges remain. Disparities in ownership and access to natural resources continue to reflect historical inequalities. To overcome these, the Ministry emphasizes the need for commitment, institutional accountability, adequate resources allocation, and strong partnerships. Improving service delivery, addressing skill gaps, ensuring policy compliance, and enhancing infrastructure investment are also identified as priorities.



“Improving service delivery, addressing skill gaps, ensuring policy compliance, and enhancing infrastructure investment are also identified as priorities.”

Sustainable management of Namibia's Land, Water, and Fisheries is central to achieving development objectives. The Strategic Plan must be a living, adaptable tool, translated into real results through effective implementation and monitoring.

The Ministry calls on all staff, stakeholders, and partners to actively support this collective mission to transform the sector and serve the nation better.

Yours in Agriculture, Fisheries, Water and Land Reform,

A stylized, handwritten signature in black ink.

.....  
**Hon. Inge Zaamwani MP**

Minister Ministry of Agriculture, Fisheries, Water and Land Reform.

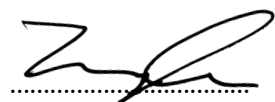
## ACKNOWLEDGEMENT BY EXECUTIVE DIRECTOR

The formulation of the Strategic Plan 2025/26 –2029/30 was a complex and demanding process that required the commitment, collaboration, and input of stakeholders across multiple sectors. The Ministry of Agriculture, Fisheries, Water and Land Reform extend its sincere gratitude to all those who contributed to the development of this important document.

We would like to acknowledge the following individuals and institutions for their invaluable support:

- The Honourable Minister and Deputy Minister for their strategic leadership and vision in shaping the direction of the Ministry over the next five years;
- Senior Management, the broader management team, and all staff members of the Ministry for their unwavering dedication and commitment throughout the planning process;
- The Office of the Prime Minister for its resource support and facilitation during the development of this plan;
- Key stakeholders and senior representatives from the Agro-Marketing and Trade Agency (AMTA), Namibia Agronomic Board, Agricultural Bank of Namibia, Meat Board, NamWater Ltd, Livestock and Livestock Products Board, Swakara Board of Namibia, and the managers of Green Scheme projects including Etunda, Sikondo, Uhvungu Vhundu, Ndonga Linena, ORIP, Farm Kalimbeza, Hardap, and Shadikongoro, for their valuable technical input.

In conclusion, we express our deep appreciation for the collective efforts made during the formulation of this Strategic Plan. We trust that the same level of commitment and collaboration will guide the successful implementation of the strategic priorities outlined in the plan's implementation matrix.



**Theofelus Nghitila**  
Executive Director and  
Accounting Officer Vote 38



” *We trust that the same level of commitment and collaboration will guide the successful implementation of the strategic priorities outlined in the plan's implementation matrix.*

## EXECUTIVE SUMMARY BY EXECUTIVE DIRECTOR

*The Strategic Plan 2025/26 – 2029/30 outlines the roadmap for achieving the core aims and objectives of the Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR) over the next five years. It serves as a unifying framework, guiding all ministerial activities and providing strategic direction across the Ministry's various departments and functions.*

This Plan reaffirms the Ministry's mandate: to promote the sustainable and equitable development, management, and utilisation of agriculture, living aquatic, water, and land resources. This mandate defines the Ministry's core service areas and responsibilities to the public and its stakeholders. Guided by this mandate, the Ministry has crafted a mission statement that captures its purpose: to drive inclusive transformation across the agriculture, fisheries, water, and land sectors to enhance self-reliance, food security, and the well-being of the nation.

In line with this mission, the Ministry has articulated a clear vision for the future: “A prosperous and self-reliant, food-secure nation.” To realise this vision, MAFWLR will be anchored in six core values that will guide its operations: **Integrity, Equity and Inclusivity, Sustainability, Service Excellence, Innovation, and Collaboration.**

To ensure focused implementation, the Strategic Plan is built around three strategic pillars:

1. Sustainable Economic Transformation of the agriculture, fisheries, water, and land sectors;
2. Equitable Access to Natural Resources;
3. Business Excellence in service delivery and institutional performance.

These pillars are supported by fifteen strategic objectives, each detailing specific outcomes the Ministry must achieve to fulfil its mandate and vision. A performance matrix has been developed to accompany these objectives, incorporating measurable Key Performance Indicators (KPIs) and targets that define the expected levels of performance and improvement.

Strategic programmes and projects are aligned with these objectives, and responsibilities have been clearly assigned to specific units. Each initiative has been costed to assess financial requirements and ensure resource alignment.



” To drive inclusive transformation across the agriculture, fisheries, water, and land sectors to enhance self-reliance, food security, and the well-being of the nation.

Furthermore, this Strategic Plan is harmonised with key national and international frameworks, and including. **Vision 2030, Sustainable Development Goals (SDGs), National Development Plan 6 (NDP6), (METF/MTP) Medium Term Expenditure Framework / Medium Term Plans and the SWAPO Party Manifesto the Decentralisation Policy.** The Ministry remains committed to delivering efficient, effective, and citizen-focused services, underpinned by critical success factors identified throughout the planning process.

Ndiyakupi Nghituwamata  
Executive Director and  
Accounting Officer Vote 37



# INTRODUCTION

# 1

# 1. INTRODUCTION

## 1.1 Introduction and Background

The Strategic Plan for the Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR) for the period 2025/26 to 2029/30 sets out the Ministry's strategic priorities, objectives, and interventions to guide the sustainable and inclusive transformation of Namibia's agriculture, fisheries, water, and land sectors. This plan builds on the achievements and lessons learned from the previous strategic planning cycles, the 2017/18–2021/22 plan and its extended implementation through 2024/25.

The development of this Strategic Plan comes at a time when Namibia is repositioning itself to respond more effectively to complex national challenges such as climate change, food insecurity, land reform, water scarcity, and economic inequality. The planning period coincides with the implementation of the Sixth National Development Plan (NDP6), Vision 2030, global commitments under the United Nations Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. As such, the Strategic Plan is fully aligned with these national and international development frameworks to ensure policy coherence and integrated implementation.

The primary objective of this Strategic Plan is to provide a clear, results-oriented roadmap that connects the Ministry's strategic goals with the Medium-Term Expenditure Framework (MTEF) and enhances performance-based budgeting. This will enable the Ministry to deliver measurable outcomes, improve service delivery, and contribute meaningfully to Namibia's socio-economic transformation agenda.

While previous plans laid important foundations, this Strategic Plan adopts a forward-looking approach that integrates emerging issues such as climate-smart agriculture, digital transformation, sustainable natural resource management, and enhanced governance and accountability. It introduces refined strategic pillars, measurable objectives, and performance indicators to enable effective monitoring, evaluation, and decision-making throughout the implementation period.

The planning process was guided by the Public Service Strategic Planning Framework issued by the Office of the Prime Minister (OPM). It involved comprehensive internal consultations and a review of national priorities, sectoral policies and institutional

performance. This inclusive approach ensured that the Strategic Plan is both realistic and responsive to the developmental needs of all stakeholders, including farmers, fishers, land users, private sector actors, and rural communities.

Through this Strategic Plan, the Ministry reaffirms its commitment to driving innovation, equity, sustainability, and resilience in Namibia's land-based sectors. It provides a solid foundation upon which the Ministry and its partners can build collaborative solutions to ensure national food and water security, rural development, and sustainable resource governance over the next five years.

## 1.2 The purpose of a Strategic Plan

The purpose of this Strategic Plan is to strategically position the Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR) as a high-performing, responsive, and forward-looking institution capable of delivering on its mandate with efficiency, accountability, and innovation. It serves as a guiding framework that articulates the Ministry's contribution to national development priorities, including the National Development Plan 6 (NDP6), and Vision 2030, while aligning with broader public sector transformation and reform goals.

This Plan provides a clear roadmap for the Ministry to translate its vision and mission into actionable outcomes through well-defined strategic objectives, targeted programmes, and measurable performance indicators. It strengthens institutional focus, fosters operational coherence, and ensures that service delivery is impactful across national, regional, and local levels. Furthermore, the Strategic Plan underpins the implementation of the Performance Management System (PMS) by providing a structured foundation for cascading objectives into Annual Work Plan and Performance Agreements, thereby reinforcing accountability, alignment, and results-driven planning.

By integrating long-term development goals with annual planning and budgeting processes under the Medium-Term Expenditure Framework (MTEF), the Strategic Plan enhances the Ministry's capacity to manage resources effectively and to respond proactively to emerging challenges such as climate change, food insecurity, and equitable access to productive assets.

Ultimately, this Plan aims to build a modern, resilient, and service-oriented institution that delivers inclusive and sustainable benefits to all Namibians.

### 1.3 Major achievements (as per the previous SP Review)

The establishment of the Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR) marks a significant milestone in the Government's efforts to consolidate and streamline natural resource governance for sustainable development. While MAFWLR is a newly established ministry, its mandate and structure are derived from the integration of two previously existing ministries: the Ministry of Agriculture, Water and Land Reform (MAWLR) and the Ministry of Fisheries and Marine Resources (MFMR). Prior to the merger, both the Ministry of Agriculture, Water and Land Reform (MAWLR) and the Ministry of Fisheries and Marine Resources (MFMR) made significant strides in delivering on their respective mandates.

MAWLR achieved notable progress in expanding agricultural production through initiatives such as the Dryland Crop Production Programme and various Green Scheme irrigation projects, which enhanced food production and strengthened household food security in targeted regions. The Ministry also improved access to farming inputs and mechanisation services, particularly benefiting communal farmers. In the area of land reform, 41,326.7 hectares of commercial farmland were acquired and redistributed. Additionally, thousands of land rights were issued under the Communal Land Reform Act, strengthening tenure security for rural communities.

Water infrastructure also received critical investment, with the completion and rehabilitation of rural and peri-urban water supply schemes that expanded access to potable water. In the area of animal and plant health, veterinary and plant protection services were strengthened to prevent and manage outbreaks of transboundary diseases and to facilitate the export of horticultural produce. Furthermore, MAWLR successfully implemented key policy frameworks such as the Namibia Agriculture Policy, the National Resettlement Policy, and the Namibia Water Policy White Paper, while also expanding regional service delivery capacity through decentralisation and the establishment of agricultural development centres.

Simultaneously, the Ministry of Fisheries and Marine Resources maintained Namibia's global reputation as a leader in sustainable fisheries management through the continued application of science-based Total Allowable Catch (TAC) systems and effective quota management. The implementation of the Marine Resources Act significantly contributed to the conservation and sustainable use of marine resources. The fisheries sector continued to be a major contributor to national GDP and export earnings, generating substantial government revenue through fees, levies, and value-added processing. The sector also played a pivotal role in job creation and local empowerment, employing thousands of Namibians across the fishing and processing value chain. The development of onshore processing facilities further supported job creation and local value addition. MFMR also prioritized investments in scientific research and marine conservations. Finally, through policies such as the National Aquaculture Policy and the Inland Fisheries Policy, and continued engagement in regional and international fisheries governance platforms, Namibia reinforced its role as a responsible steward of aquatic resources.

These achievements reflect the dedication and effectiveness of both former ministries in delivering on their respective mandates. The merger into MAFWLR offers a unique opportunity to build on this legacy by promoting integrated, efficient, and sustainable management of Namibia's natural resources. The current Strategic Plan builds upon these successes to further drive transformation, equity, and resilience in the agriculture, fisheries, water, and land sectors.

### 1.4 The linkage to the High-Level Initiatives

The Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR) Strategic Plan for 2025/26 to 2029/30 is intricately linked to key national and international high-level initiatives that guide Namibia's development trajectory.

The Plan aligns with Vision 2030, which envisions Namibia as a prosperous, industrialized, and environmentally sustainable country. MAFWLR contributes directly to this vision by focusing on sustainable agricultural production, water security, and the equitable management of natural resources. In line with National Development Plan (NDP) 6, the Ministry's initiatives address critical priorities such as food security, poverty alleviation, job creation, and sustainable natural resource management, ensuring alignment with the national goal of inclusive and diversified economic growth.

The Sustainable Development Goals (SDGs), particularly those related to zero hunger (SDG 2), clean water and sanitation (SDG 6), climate action (SDG 13), and life on land and below water (SDGs 14 & 15), are central to MAFWLR mandate, reinforcing its commitment to achieving global sustainability targets. Furthermore, the SWAPO Manifesto provides a guiding framework for the Ministry, emphasizing rural development, land reform, and the promotion

of agricultural productivity, which MAFWLR seeks to achieve through inclusive and transformative policies. The Ministry also supports the Decentralization Policy, ensuring that development activities are driven at local levels for greater community involvement and service delivery. By aligning with these high-level documents, MAFWLR ensures its strategies are not only responsive to Namibia's immediate development needs but also contribute to regional and global sustainability efforts, fostering a balanced, resilient, and self-reliant economy.





# HIGH LEVEL STATEMENTS

# 2

## 2. HIGH LEVEL STATEMENTS



### 2.1 The Mandate

To promote the sustainable and equitable development, management and utilization of agriculture, living aquatic, water and land resources.



### 2.2 The Vision

A prosperous, competitive and self-reliant food secure nation.



### 2.3 The Mission

To drive inclusive transformation across the agricultural, fisheries, water and land sectors for enhancing self-reliant, food security and the well-being of the nation.



### 2.4 The Core Values

- **INTEGRITY**

Uphold transparency, accountability and ethical conduct in all our actions.

- **EQUITY AND INCLUSIVITY**

We promote fair access and participation for all.

- **SUSTAINABILITY**

We commit to climate resilience practices that preserve natural resources for present and future generations.

- **SERVICE EXCELLENCE**

We strive for high-quality service delivery that meets the needs for our stakeholders.

- **INNOVATION**

We embrace new ideas, technologies and approaches to improve efficiency and resilience in the sectors we serve.

- **COLLABORATION**

We value partnerships and stakeholders' engagement in achieving shared national goals.



# ENVIRONMENTAL SCANNING (SITUATIONAL ANALYSIS)

# 3

### 3. ENVIRONMENTAL SCANNING (SITUATIONAL ANALYSIS)

#### 3.1 Introduction

Situation analysis is the systematic collection and evaluation of past and present economic, political, social, legal, environmental, psychological and technological data aimed at the identification of internal and external forces that may influence the organisation's performance. And choice of strategies to assess an organisation's current and future strengths, weaknesses, opportunities and threats (SWOT). Basically, situation analysis is the process of critically evaluating the internal and external conditions that affect an organisation, which is done prior to taking new initiatives. It provides the knowledge and information which help the organisation to identify the current opportunities and threats of the organisation. There are many tools used to do a situation analysis, but the most commonly used are Stakeholder Analysis and the SWOT Analysis.

#### 3.2 Swot Analysis

The SWOT Analysis is a method of situation analysis that examines the Strengths and Weaknesses of an organisation (internal environment), as well as the Opportunities and Threats within the market (external environment). A SWOT analysis looks at both current and future situations, emphasising on the current strengths and weaknesses, whilst at the same time, looking for future opportunities and threats. The goal is to build on strengths as much as possible while reducing weaknesses. A future threat can be a potential weakness, whilst a future opportunity can be a potential strength. This analysis helped the ministry to come up with a plan that keeps it prepared for a number of potential scenarios, depending on emerging opportunities and threats arising from the global environment. From the work done during the strategy development process with senior management and leaders, a SWOT Analysis was conducted. See Table 3.1 below for the SWOT Analysis of the MAFWLR:

TABLE 3.1 SWOT ANALYSIS

| STRENGTHS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | WEAKNESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>» Responsive Policies, Strategies and Legal Framework in place</li> <li>» Political Will</li> <li>» Effective Processes and Systems</li> <li>» Functional of MAFWLR Institutions</li> <li>» Skilled Personnel</li> <li>» Adequate land, aquatic and agricultural resources</li> <li>» Well organized animal health control system</li> <li>» Cutting-Edge aquatic research infrastructure</li> <li>» Decentralised functions</li> </ul>                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>» Means of Production concentrated in few hands</li> <li>» Export of live animals (on hoof)</li> <li>» Barriers to market access</li> <li>» High costs of agricultural production inputs</li> <li>» High cost of agricultural land</li> <li>» Artificial barrier to supply of Land</li> <li>» Low extension to farmer ratio</li> <li>» Cumbersome Procurement Process</li> <li>» Inadequate and dilapidated machinery and equipment</li> <li>» Slow growth local fish species</li> <li>» Poor compliance to Laws and Regulation</li> <li>» High staff turnover rate for specialised and professional personnel</li> <li>» Low productivity among resettled farmers</li> </ul> |
| OPPORTUNITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | THREATS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>» Access to markets through the African Continental Free Trade Area</li> <li>» Increased investment in food production (Green Schemes) and aqua-culture</li> <li>» Ratified International (global, continental and regional) agreements</li> <li>» Adoption of precision Farming Technologies</li> <li>» Water harvesting- flood plains</li> <li>» Opportunity to invest in fertilizer and pharmaceuticals manufacturing in Namibia</li> <li>» Value addition of our fresh produce, grains and animal feeds</li> <li>» Sea water desalination</li> <li>» SOE joint collaborations on projects</li> <li>» Peace and stability</li> </ul> | <ul style="list-style-type: none"> <li>» Climate change</li> <li>» Landless Namibian (political instability)</li> <li>» Porous borders leading to Illegal fishing</li> <li>» Un-demarcated Traditional Authority boundaries</li> <li>» Marketing Share Promotion</li> <li>» Cyber Threats-Data hacking</li> <li>» High Pest infestations</li> <li>» Rising US tariffs and increasing Geo-political tensions</li> <li>» Land and soil degradation</li> <li>» Over reliance on imports of implements and pharmaceuticals</li> <li>» Sea bed mining</li> <li>» SOE operating in silos due to lack of collaborations</li> </ul>                                                                                          |

### 3.3 Pestel Analysis

PESTLE analysis describes a framework of macro-environmental factors used in the environmental scanning component of strategic management. It is part of an external analysis usually done when conducting a

strategic analysis of the global trends in organisational strategic management. It gives an overview of the different macro-environmental factors to be taken into consideration during strategic planning and in the course of strategic management. See Table 3.2 below for the PESTEL Analysis of the MAFWLR:

**Table 3.2 PESTLE ANALYSIS**

| POLITICAL FACTORS                         | IMPLICATIONS                                                                                                                     |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Political stability/Will                  | Effectiveness depends on political stability and governance commitment to agriculture, water, fisheries and land reform policies |
| International Agreements and Policies     | Affects agriculture export and import (tariffs)                                                                                  |
| Decentralized Governance                  | Provide services at regional level                                                                                               |
| Land expropriation laws and policies      | Access to land to advance national development agenda                                                                            |
| ECONOMICAL FACTORS                        | IMPLICATIONS                                                                                                                     |
| Budget Deficit/ recession                 | Affect the implementation of envisage projects                                                                                   |
| Inflation and input costs                 | Rising fertilizer, fuel and equipment, increase production cost                                                                  |
| Dependence on agriculture & fisheries     | Vulnerable to climate shocks                                                                                                     |
| SOCIOLOGICAL FACTORS                      | IMPLICATIONS                                                                                                                     |
| Unemployment                              | Need for skills development in agri-tech and aquaculture                                                                         |
| Food insecurity                           | High malnutrition rates in urban informal settlements and in rural areas                                                         |
| Sanitation and Portable water             | Unhygienic practices                                                                                                             |
| Population growth and Urbanization        | Increase food demand and pressure on land                                                                                        |
| Traditional Farming practices             | Resistance to modern techniques affects productivity                                                                             |
| TECHNOLOGICAL FACTORS                     | IMPLICATIONS                                                                                                                     |
| Insufficient IT facilities                | Poor internet and IT facilities                                                                                                  |
| Research and Technology                   | Underfunded agriculture innovation                                                                                               |
| Low Adoption of Agri-Tech                 | Limited use of precision farming technologies such as monitoring technologies or drones                                          |
|                                           |                                                                                                                                  |
| LEGAL FACTORS                             | IMPLICATIONS                                                                                                                     |
| Land ownership laws                       | Communal vs Freehold land tensions                                                                                               |
| Water Management Regulations              | Conflicts over water rights                                                                                                      |
| Fisheries Quotas & Licensing              | None adherence can lead to overexploitation                                                                                      |
| ENVIRONMENTAL FACTORS                     | IMPLICATIONS                                                                                                                     |
| Flood/drought conditions (Climate Change) | Recurring flood/droughts threaten crops and livestock production                                                                 |
| Overfishing and Marine Conservation       | Declining fish stocks due to illegal fishing                                                                                     |
| Soil Degradation                          | Overgrazing and poor farming practices reduce arable land                                                                        |
| Pests' invasion                           | Affect anticipated harvest                                                                                                       |
| Water scarcity                            | Over-reliance on erratic rainfall, under-groundwater depleted                                                                    |



# STRATEGIC ISSUES

---

# 4

## 4. STRATEGIC ISSUES

The strategic issues outlined in this plan were derived from a comprehensive assessment of the Ministry's operational context, informed by stakeholder and an analysis of both internal capacities and external dynamics. Using SWOT analysis, key challenges and opportunities were identified that are critical to the Ministry's success over the 2025/26–2029/30 planning horizon. These priority issues form the foundation for the strategic direction and interventions articulated in this plan. Here is the Summary of Key Strategic Issues:

- Limited and unequal access to land, water and fisheries resources to enhance livelihoods for all
- Food and nutrition insecurity
- Climate Change Vulnerability
- Low productivity, limited innovation, and underdeveloped value chains in the agricultural sector
- Limited institutional capacity and poor governance system
- Limited access to markets
- Cybersecurity Risks
- Financial Constraint
- Water Insecurity, Inadequate Sanitation, and Environmental Degradation
- Agricultural and Biosecurity Risks





# STRATEGIC PILLARS AND STRATEGIC OBJECTIVES

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# 5

## 5. STRATEGIC PILLARS AND STRATEGIC OBJECTIVES

### 5.1 Pillars

| PILLARS                                                                                      | STRATEGIC OBJECTIVE                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Sustainable economic transformation of the agriculture, fisheries, water and land sectors | 1.1 Improve water security for domestic consumption, agricultural and industry use<br>1.2 Strengthen sustainable management and utilization of natural resources<br>1.3 Maintain and promote optimal animal and plant health<br>1.4 Enhance productivity and promote food and nutrition security<br>1.5 Promote Innovation, value chain development and market access |
| 2. Equitable Access to natural Resources                                                     | 2.1 Ensure security of land tenure<br>2.2 Develop National Spatial Data Infrastructure (NSDI)<br>2.3 Transform, manage and promote blue economy<br>2.4 Promote Equitable distribution and access to natural resources                                                                                                                                                 |
| 3. Operational Excellence                                                                    | 3.1 Adopt climate smart technologies<br>3.2 Enhance research and development<br>3.3 Enhance Cyber security and risk management<br>3.4 Improve Institutional capacity and Governance<br>3.5 Increase revenue generation and collection<br>3.6 Improve efficiency and compliance                                                                                        |

### 5.2 Strategic objectives linked to Pillars and their definitions

| Strategic Objective                                                                | Definition                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 Improve water security for domestic consumption, agricultural and industry use | Enhance the availability, accessibility, and efficient use of water resources to support agricultural production, industrial processes, and household consumption. This objective contributes to economic transformation by ensuring reliable water supply for key economic activities, particularly in climate-vulnerable and water-scarce regions. |
| 1.2 Strengthen sustainable management and utilization of natural resources         | Promote the responsible, equitable, and long-term use of natural resources through integrated planning and regulatory enforcement. This objective aims to balance economic development with environmental protection to ensure that current and future generations benefit from the country's natural assets.                                        |
| 1.3 Maintain and promote optimal animal and plant health                           | Enhance animal and plant health systems through effective disease surveillance, pest control, and biosecurity measures. A healthy livestock and crop sector is vital to increasing yields, securing exports, and sustaining livelihoods, thereby driving economic transformation across the agriculture and fisheries sectors.                       |
| 1.4 Enhance productivity and promote food and nutrition security                   | Increase the productivity of crop, livestock, and fishery systems while ensuring access to safe, nutritious, and affordable food. This objective directly contributes to national food security, poverty reduction, and the sustainable growth of the agricultural economy.                                                                          |
| 1.5 Promote Innovation, value chain development and market access                  | Support the adoption of modern technologies, strengthen value chains, and improve market infrastructure and linkages. This drives competitiveness, boosts incomes, reduces post-harvest losses, and ensures smallholder inclusion in local and global markets key elements in transforming the agriculture and natural resource sectors.             |

| Strategic Objective                                                       | Definition                                                                                                                                                                                                                |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.1 Ensure security of land tenure</b>                                 | To ensure that access is granted to rights to use, control and transfer land as well as associated responsibilities and constraints. Focus on giving individuals and communities legal rights to use, own or access land. |
| <b>2.2 Develop National Spatial Data Infrastructure (NSDI)</b>            | To ensure that a modern and reliable Spatial Data Infrastructure, which are anchored on an accurate and homogenous geodetic reference are in place, to facilitate economic development and help attain SDGs.              |
| <b>2.3 Transform, manage and promote blue economy</b>                     | Develop and sustainably manage marine and freshwater resources to create inclusive economic opportunities, protect ecosystems, and ensure equitable access to benefits from water-based sectors.                          |
| <b>2.4 Promote Equitable distribution and access to natural resources</b> | Ensure fair and inclusive allocation of land, water, and fisheries resources to reduce inequality and support the livelihoods of our people.                                                                              |
| <b>3.1 Adopt climate smart technologies</b>                               | Promote the use of innovative, climate-resilient tools and practices to enhance operational efficiency and improve service delivery.                                                                                      |
| <b>3.2 Enhance research and development</b>                               | Strengthen research capacity and promote evidence-based solutions to inform policies, improve service delivery, and support innovation across agriculture, fisheries, water, and land sectors.                            |
| <b>3.3 Enhance Cyber security and risk management</b>                     | Improve digital security systems and risk mitigation frameworks to protect data, ensure business continuity, and safeguard critical infrastructure and operations.                                                        |
| <b>3.4 Improve Institutional capacity and Governance</b>                  | Build skills, streamline systems, and strengthen leadership and accountability structures to enable effective governance and better service delivery.                                                                     |
| <b>3.5 Increase revenue generation and collection</b>                     | Enhance mechanisms for mobilizing and collecting revenues.                                                                                                                                                                |
| <b>3.6 Improve efficiency and compliance</b>                              | Streamline internal processes, enforce regulations, and strengthen monitoring systems to increase operational efficiency and ensure adherence to policies and laws.                                                       |



# LOGICAL FRAME (LOG FRAME)

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6

## 6. LOGICAL FRAME (LOG FRAME)

| Desired Outcome                                                                                                                                                                                               | Strategic Themes/<br>Pillar | Strategic Objectives                                                                   | KPI                                                        | KPI Definition                                                                                                                                                                                                                                                                                                                                                      | KPI Type    | Baseline | Targets |      |    |      |      | Programme                | Project                                                 | Operational Budget ('000) | Development Budget ('000) | Responsible Unit      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|---------|------|----|------|------|--------------------------|---------------------------------------------------------|---------------------------|---------------------------|-----------------------|
|                                                                                                                                                                                                               |                             |                                                                                        |                                                            |                                                                                                                                                                                                                                                                                                                                                                     |             |          | Y1      | Y2   | Y3 | Y4   | Y5   |                          |                                                         |                           |                           |                       |
| By 2030, Namibia has bulk water infrastructure with an increased capacity from 1050Mm <sup>3</sup> to 1775Mm <sup>3</sup> for domestic, industrial and agricultural production for social and economic growth |                             | 1.1 - Improve water security for domestic consumption, agricultural and industrial use | % increase in available water resources (Mm <sup>3</sup> ) | Source of water supply diversified (The measures of the total volume in Million cubic meters) of water resources that are available to supply to various users and uses by construction of infrastructure for water including desalination plant) and secured water allocation from shared rivers. Increase from the current volume of 1600 to 2100 Mm <sup>3</sup> | Incremental | 80       | 81      | 85   | 90 | 95   | 100  | Water & Marine Resources | Water Security                                          |                           | 30120612                  | DWRM, DWSSC, NAMWATER |
|                                                                                                                                                                                                               |                             |                                                                                        | % of households with access to potable water               | Increased proportion of rural (within 2.5km) and urban (within premises) households having access to potable water                                                                                                                                                                                                                                                  | Incremental | 91.4     | 92.6    | 93.8 | 95 | 96.2 | 97.4 |                          | Rural and urban Water Supply Infrastructure Development |                           | 1263327                   | DWSSC                 |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                             | Strategic Themes/<br>Pillar | Strategic Objectives | KPI                                                         | KPI Definition                                                                                                                 | KPI Type    | Baseline | Targets |    |    |      |      | Programme                              | Project                                               | Operational Budget ('000) | Development Budget ('000) | Responsible Unit                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------|----------|---------|----|----|------|------|----------------------------------------|-------------------------------------------------------|---------------------------|---------------------------|----------------------------------------------------|
|                                                                                                                                                                                             |                             |                      |                                                             |                                                                                                                                |             |          | Y1      | Y2 | Y3 | Y4   | Y5   |                                        |                                                       |                           |                           |                                                    |
|                                                                                                                                                                                             |                             |                      | % of households using safely managed sanitation services.   | Increased proportion of the urban and rural households using safe sanitation facilities at the household level                 | Incremental | 59.2     | 60.3    | 62 | 64 | 66.2 | 68   |                                        | Rural and urban Sanitation Infrastructure Development |                           | 867261                    | DWSSC<br>MURD<br>Regional councils<br>Town Council |
| By 2030, Namibia has increased aquatic protected areas from 2.14 to 11.20% towards securing biodiversity and health aquatic ecosystems, while ensuring equitable benefits for all citizens. |                             |                      | # of Fish Stocks at biological sustainable level increased. | Gradual increase the number of wild capture fish stocks assessed to be at biologically sustainable levels (inland and marine). | Absolute    |          |         |    |    |      | 5    | Agriculture                            | Ecosystem and Inland Fisheries Research               | 1200000                   | 203000                    | DMIFR, DWFLE, MRAC                                 |
|                                                                                                                                                                                             |                             |                      | % of Namibian aquatic ecosystem gazetted as protected areas | Gradually increase the percentage of freshwater and marine areas designated as protected areas.                                | Incremental | 2.14     | 2.2     | 3  | 5  | 7    | 11.2 | Policy Coordination & Support Services | Aquatic Conservation                                  | 60000                     |                           | DGS, DARD, DMIFR, DPBD                             |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                                                                                                                                  | Strategic Themes/<br>Pillar | Strategic Objectives                                             | KPI                                                     | KPI Definition                                                                                                                                        | KPI Type    | Baseline | Targets |    |    |    |    | Programme                                     | Project                      | Operational Budget ('000) | Development Budget ('000) | Responsible Unit |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|---------|----|----|----|----|-----------------------------------------------|------------------------------|---------------------------|---------------------------|------------------|
|                                                                                                                                                                                                                                                                                                  |                             |                                                                  |                                                         |                                                                                                                                                       |             |          | Y1      | Y2 | Y3 | Y4 | Y5 |                                               |                              |                           |                           |                  |
| By 2030 Namibia has established a sustainable water resource management system (regime) that ensures improved access to water of an estimated 1775Mm3/annum from 1050Mm3/annum in 2024, of appropriate quantity and quality for human consumption, industrial use, and environmental protection. |                             | 1.2 - Strengthen management and utilization of natural resources | % of National Water Protected Areas sustainably managed | The proportion of designated Water Protected Areas managed according to agreed sustainability standards and practices                                 | Incremental | 40       | 45      | 50 | 55 | 60 | 70 | Water & Marine Resources                      | Water Resource Management    | 30000                     | 60000                     | DWRM             |
|                                                                                                                                                                                                                                                                                                  |                             |                                                                  | # of Plans developed.                                   | Natural resources management plans such as Integrated Regional Land Use Plans (IRLUPs), Marine Spatial Plan (MSP), FMP, IFDMP, IWRMP etc., developed. | Absolute    |          | 7       | 5  | 5  | 4  | 4  | Agriculture, Fisheries, Water and Land reform | Integrated Land Use Planning | 31000                     | MAFWLR                    |                  |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                                         | Strategic Themes/<br>Pillar                                                                  | Strategic Objectives                         | KPI                                                                           | KPI Definition                                                                                                                                                                      | KPI Type     | Baseline | Targets |    |    |    |    | Programme                              | Project                    | Operational Budget ('000) | Development Budget ('000) | Responsible Unit |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|----|----|----|----|----------------------------------------|----------------------------|---------------------------|---------------------------|------------------|
|                                                                                                                                                                                                         |                                                                                              |                                              |                                                                               |                                                                                                                                                                                     |              |          | Y1      | Y2 | Y3 | Y4 | Y5 |                                        |                            |                           |                           |                  |
| By 2030, Namibia has increased aquatic protected areas from 2.14 to 11.20% towards securing biodiversity and health aquatic ecosystems, while ensuring equitable benefits for all citizens.             |                                                                                              |                                              |                                                                               |                                                                                                                                                                                     |              |          |         |    |    |    |    |                                        |                            |                           |                           |                  |
| By 2030 the production of agricultural foods (cereal, horticulture meat) for local consumption has increased on aggregate from 40 % to 60 %, and the food insecure people has reduced from 56 % to 30%. | 1. Sustainable economic transformation of the agriculture, fisheries, water and land sectors | 1.3 Maintain optimal animal and plant health | % of vaccination coverage on targeted animal species.                         | The cattle that are to be vaccinated annually against FMD and CBPP in the infected and protection as well as Dogs against Rabies.                                                   | Absolute [+] | 62       | 80      | 80 | 80 | 80 | 80 |                                        | Animal Health Management   | 153430                    | 677250                    | DVS              |
|                                                                                                                                                                                                         |                                                                                              |                                              | % of appropriate levels of protection for animal and plant health maintained. | Targeted animal and plants inspected through surveillance and control for early detection and response to prevent disease outbreaks as well as to comply with sanitary requirements | Absolute [-] | 80       | 80      | 80 | 80 | 80 | 80 |                                        | Veterinary Service         | 18000                     |                           | DVS              |
| By 2030, the contribution of the fisheries sector to GDP has increased from N\$10.4 to N\$10.8 billion.                                                                                                 |                                                                                              |                                              | National fish consumption per capita                                          | Gradually increase the per capita fish (kg) consumption by Namibians.                                                                                                               | Absolute [+] | 18.4     |         |    | 19 |    |    | Policy Coordination & Support Services | Fish Consumption Promotion | 2300000                   | 93000                     | DPBD, NFCPT      |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                                         | Strategic Themes/<br>Pillar | Strategic Objectives | KPI                                                 | KPI Definition                                                                                                                                                                                                                                                                           | KPI Type     | Baseline | Targets |        |        |        |        | Programme   | Project                                  | Operational Budget ('000) | Development Budget ('000) | Responsible Unit   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|--------|--------|--------|--------|-------------|------------------------------------------|---------------------------|---------------------------|--------------------|
|                                                                                                                                                                                                         |                             |                      |                                                     |                                                                                                                                                                                                                                                                                          |              |          | Y1      | Y2     | Y3     | Y4     | Y5     |             |                                          |                           |                           |                    |
| By 2030, Namibia has increased aquatic protected areas from 2.14 to 11.20% towards securing biodiversity and health aquatic ecosystems, while ensuring equitable benefits for all citizens.             |                             |                      | Tonnage of aquaculture production increased.        | Gradually increase the aquaculture (freshwater and marine) production yields within Namibian waters.                                                                                                                                                                                     | Absolute [+] | 35       | 50      | 70     | 100    | 120    | 130    | Agriculture | Production Extension Services            | 157000                    | 324000                    | DAPEES             |
|                                                                                                                                                                                                         |                             |                      | # of farmers trained                                | Farmers trained in crop and horticulture, livestock and fish production, animal and plant health, livestock identification and traceability, One Health approach, Antimicrobial Resistance range-land management through training, demonstration, field days, community and farm visits. | Absolute [+] | 161625   | 149000  | 148500 | 150000 | 151500 | 153000 |             | Agriculture Extension and DVS            | 122762                    |                           | DAPEES, DVS        |
| By 2030 the production of agricultural foods (cereal, horticulture meat) for local consumption has increased on aggregate from 40 % to 60 %, and the food insecure people has reduced from 56 % to 30%. |                             |                      | % of undeveloped arable land improved               | Percentage of 3890 hectares of undeveloped arable land in the Green Schemes that are installed with irrigation system by 2030                                                                                                                                                            | Incremental  | 58       | 63      | 68     | 70     | 80     | 90     | Agriculture | Crop diversification and intensification |                           | 200000                    | DAPEES             |
|                                                                                                                                                                                                         |                             |                      | Tonnage of strategic food reserves storage capacity | Tonnage (metric tons) added to the National Strategic Food Reserves storage capacity for cereals. (Clarify why Year 1 and 2 does not have targets)                                                                                                                                       | Absolute [+] | 22900    |         |        | 32900  | 42900  | 52900  |             | National Strategic Food Reserves         |                           | 300000                    | DPBD, DAPEES, AMTA |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                                         | Strategic Themes/<br>Pillar | Strategic Objectives                                                | KPI                                                                   | KPI Definition                                                                                                                                                                                | KPI Type     | Baseline | Targets |       |       |       |       | Programme                          | Project                                    | Operational Budget ('000) | Development Budget ('000) | Responsible Unit       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|-------|-------|-------|-------|------------------------------------|--------------------------------------------|---------------------------|---------------------------|------------------------|
| By 2030, Agro Processing contribution to Gross Domestic Product (GDP) to have increased from 1.74 % to 2.01 %                                                                                           |                             |                                                                     | # of Agro processing facilities constructed                           | The number of Agro processing facilities and meat processing plant constructed in all 14 regions                                                                                              | Absolute     |          | Y1      | Y2    | Y3    | Y4    | Y5    | Agro processing Facilities         | Construction of Agro Processing Facilities |                           | 250000                    | DPBD<br>DAPEES<br>AMTA |
|                                                                                                                                                                                                         |                             |                                                                     |                                                                       |                                                                                                                                                                                               |              |          |         | 2     | 3     | 4     | 4     |                                    |                                            |                           |                           |                        |
| By 2030 the production of agricultural foods (cereal, horticulture meat) for local consumption has increased on aggregate from 40 % to 60 %, and the food insecure people has reduced from 56 % to 30%. |                             | 1.5 - Promote Innovation, value chain development and market access | # of farming households benefited from subsidized inputs and services | Farming households benefited from subsidized inputs and services under agriculture value chains (horticulture, poultry, dairy, piggy and aquaculture), and dryland crop production programme. | Absolute (+) | 49415    |         | 60230 | 84648 | 96850 | 97000 | Agriculture                        | Agriculture value chain                    |                           | 198118                    | DPBD<br>DAPEES         |
|                                                                                                                                                                                                         |                             |                                                                     |                                                                       |                                                                                                                                                                                               |              |          |         |       |       |       |       |                                    |                                            |                           |                           |                        |
| By 2030, Access to basic sanitation at household level has increased from 80% to 85% in urban and from 36% to 47% in rural areas                                                                        |                             | 2.1 - Ensure security of land tenure                                | # of Communal Land Rights registered                                  | Measure the number of customary, occupational and rights of leasehold registered in communal areas.                                                                                           | Absolute     | 163127   |         | 5000  | 5000  | 5000  | 5000  | Land Reform                        | Registration of Communal Land Rights       |                           | 1200                      | DRRPI                  |
|                                                                                                                                                                                                         |                             |                                                                     | # of FLTS land titles issued to beneficiaries                         | Measure the number of land titles issued under Flexible Land Tenure Systems (FLTS)                                                                                                            | Absolute     |          |         | 120   | 150   | 180   | 200   | Land Valuation & Estate Management | Flexible Land Tenure                       |                           | 20000                     | DLR                    |
|                                                                                                                                                                                                         |                             |                                                                     |                                                                       |                                                                                                                                                                                               |              |          |         |       |       |       |       |                                    |                                            |                           |                           |                        |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                        | Strategic Themes/<br>Pillar | Strategic Objectives                                      | KPI                                                     | KPI Definition                                                                                                                                                        | KPI Type     | Baseline | Targets |    |    |    |    | Programme                          | Project                                                                                                             | Operational Budget ('000) | Development Budget ('000) | Responsible Unit |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|----|----|----|----|------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|------------------|
|                                                                                                                                                                                        |                             |                                                           |                                                         |                                                                                                                                                                       |              |          | Y1      | Y2 | Y3 | Y4 | Y5 |                                    |                                                                                                                     |                           |                           |                  |
| By 2030, the size of the land acquired for redistribution should increase from 3.6 million hectares to 3.8 million hectares                                                            |                             |                                                           | % of Deeds Documents registered, archived and digitized | Compliant Deeds Documents registered and archived, existing real property rights and deeds documents digitized through Computerized Deeds Registration System (CDRS). | Absolute [+] | 100      | 80      | 80 | 80 | 80 | 80 | Land Valuation & Estate Management | Registration of Deeds and Preservation of Deeds Documents                                                           | 26000                     |                           | DDR              |
|                                                                                                                                                                                        |                             |                                                           |                                                         |                                                                                                                                                                       |              |          |         |    |    |    |    |                                    |                                                                                                                     |                           |                           |                  |
|                                                                                                                                                                                        |                             | 2.2 - Develop National Spatial Data Infrastructure (NSDI) | % of progress towards development advancement of NSDI   | The percentage of Fundamental Geospatial Data Sets developed and Geodetic Infrastructure modernized                                                                   | Incremental  | 55       | 58      | 61 | 64 | 68 | 72 | NSDI                               | Development of Fundamental Geospatial Data Sets/Namibia Cadastral Information System, Nationwide Integrated Geodesy |                           | 48620                     | DSM              |
|                                                                                                                                                                                        |                             |                                                           |                                                         |                                                                                                                                                                       |              |          |         |    |    |    |    |                                    |                                                                                                                     |                           |                           |                  |
| By 2030, the Blue Economy Governance Framework and Management system is fully implemented, with the implementation progress increasing from 60 percent recorded in 2022 to 100 percent |                             | 2.3 - Transform, manage and promote blue economy          | % of defence of Namibia's continental shelf claim       | Represent percentage of defence of the claim before the United Nation's Commission on the Limits of the Continental Shelf (UNCLOS)                                    | Absolute [+] | 100      | 80      | 80 | 80 | 80 | 80 | Blue Economy                       | Delineation of Namibia's Continental Shelf                                                                          | 48000                     | 12000                     | DSM              |
|                                                                                                                                                                                        |                             |                                                           |                                                         |                                                                                                                                                                       |              |          |         |    |    |    |    |                                    |                                                                                                                     |                           |                           |                  |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                             | Strategic Themes/<br>Pillar              | Strategic Objectives                                               | KPI                                                                           | KPI Definition                                                                                                                                                                                                                         | KPI Type     | Baseline   | Targets |          |          |          |          | Programme                              | Project                            | Operational Budget ('000) | Development Budget ('000) | Responsible Unit                                      |
|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------|---------|----------|----------|----------|----------|----------------------------------------|------------------------------------|---------------------------|---------------------------|-------------------------------------------------------|
|                                                                                                                             |                                          |                                                                    |                                                                               |                                                                                                                                                                                                                                        |              |            | Y1      | Y2       | Y3       | Y4       | Y5       |                                        |                                    |                           |                           |                                                       |
| By 2030, the contribution of the fisheries sector to GDP has increased from N\$10.4 to N\$10.8 billion.                     | 2. Equitable Access to natural Resources | 2.4 Promote Equitable distribution and access to natural resources | % progress towards the development of an Equitable Quota Allocation Mechanism | New fishing quota allocation mechanism developed                                                                                                                                                                                       | Incremental  | 50         | 70      | 100      |          |          |          | Policy Coordination & Support Services | Quota allocation mechanism         | 600                       |                           | FEA                                                   |
|                                                                                                                             |                                          |                                                                    | # of hectares of agricultural land acquired for redistribution                | No. of hectares of agricultural commercial land acquired for National Resettlement Programme, Batswana of Namibian Descent, Generational Farm Workers, Landless Farmers in corridors, Neckartal dam Irrigation Scheme, Women and Youth | Absolute [+] | 3585949.99 | 39480   | 65346.89 | 65346.89 | 65346.89 | 65346.89 | Land Reform                            | Land Allocation                    | 714000                    | 1902262                   | DLR                                                   |
| By 2030, the size of the land acquired for redistribution should increase from 3.6 million hectares to 3.8 million hectares |                                          |                                                                    | # of previously disadvantaged landless Namibians resettled                    | Measure the number of previously disadvantaged landless Namibians resettled (including Generational Farm Workers, people in corridors, Women and Youth                                                                                 | Absolute     | 5502       | 14      | 23       | 23       | 23       | 23       | Land Reform                            | Land Allocation                    | 100                       | 500                       | DRRPI                                                 |
|                                                                                                                             |                                          |                                                                    | # of Climate SMART Technologies adopted                                       | AFWL operations including adoption of SMART Technologies (drones, AI, animal and soil sensors, IoT etc.)                                                                                                                               | Absolute     |            | 3       | 5        | 7        | 10       | 15       | Agriculture/ Water & Marine Resources  | Water and Agriculture Conservation |                           | 51000                     | DAPEES, DGS, DWRM, DVS, NIB, FARMERS UNION, NamWater, |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                                          | Strategic Themes/<br>Pillar | Strategic Objectives                   | KPI                                           | KPI Definition                                                                                                                                                                                                                                                                                                                                                                         | KPI Type    | Baseline | Targets |    |    |    |    | Programme                              | Project                 | Operational Budget ('000) | Development Budget ('000) | Responsible Unit                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|---------|----|----|----|----|----------------------------------------|-------------------------|---------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                          |                             |                                        |                                               |                                                                                                                                                                                                                                                                                                                                                                                        |             |          | Y1      | Y2 | Y3 | Y4 | Y5 |                                        |                         |                           |                           |                                                                                                                     |
| By 2030, the production of agricultural foods (cereal, horticulture meat) for local consumption has increased on aggregate from 40 % to 60 %, and the food insecure people has reduced from 56 % to 30%. |                             | 3.2 - Enhance research and development | # of adaptive research technologies developed | New technologies that are developed through applied research and re-leased for users in the AFWL sectors. Crops are developed for climate resilience in terms of high yielding, early maturing and drought tolerant. In aquaculture research will be focused on fish feed, growth rate and breeding, while livestock will focus on rangeland restoration and improvement of livestock. | Absolute    |          | 1       | 1  | 3  | 1  | 1  | Agriculture                            | Research and Technology | 302016                    | 52000                     | DARD, DMIFR, DWRM, NUST, UNAM, NAU, NECFU, LLPBN, SASSCAL, UN Agencies, DAPEES, DGS, DWRM, DVS, NIB, FARMERS UNION, |
|                                                                                                                                                                                                          |                             |                                        | # of early warning systems modernized         | The number of early warning systems enhanced and modernized (automated) to mitigate the risk caused by impending hazards (such as floods, droughts, disease outbreaks, pest)                                                                                                                                                                                                           | Absolute    |          | 2       | 2  | 2  | 2  | 2  | Agriculture                            | HABs                    | 6000                      |                           | DAPEES, DMIFR, DPBD, DARD, DWRM                                                                                     |
|                                                                                                                                                                                                          |                             |                                        | % of Cyber Security infrastructure improved   | Percentage of critical ministerial IT infrastructure improved and protected against cyber threats (viruses, intrusion, hacking, theft, etc.)                                                                                                                                                                                                                                           | Incremental | 50       | 60      | 70 | 80 | 90 | 95 | Policy Coordination & Support Services | ICT Infrastructure      | 2640                      | 200                       | DGS, DPBD                                                                                                           |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                          | Strategic Themes/<br>Pillar | Strategic Objectives                                | KPI                                                       | KPI Definition                                                                                                                                                                                                                                                                                                                   | KPI Type     | Baseline | Targets |    |    |    |    | Programme                              | Project                                     | Operational Budget ('000) | Development Budget ('000) | Responsible Unit                |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|----|----|----|----|----------------------------------------|---------------------------------------------|---------------------------|---------------------------|---------------------------------|
|                                                                                                                                          |                             |                                                     |                                                           |                                                                                                                                                                                                                                                                                                                                  |              |          | Y1      | Y2 | Y3 | Y4 | Y5 |                                        |                                             |                           |                           |                                 |
| Improved Public Service Delivery; By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens |                             | 3.4 - Improve Institutional capacity and Governance | % of registered cooperatives conducting viable businesses | Co-operatives conducting successful business activities (youth, women, etc.)                                                                                                                                                                                                                                                     | Absolute [+] | 75       | 80      | 80 | 80 | 80 | 80 | Policy Coordination & Support Services | Co-operatives and organisations development | 1000                      |                           | DPBD                            |
|                                                                                                                                          |                             |                                                     | # of functions devolved                                   | Number of functions devolved to the Regional Councils Lands and Rural Water supply                                                                                                                                                                                                                                               | Absolute     |          |         |    | 1  | 1  |    | Policy Coordination & Support Services | Decentralisation                            | 350                       |                           | DAPEES, DWSSC, DGS, DRRPI, DPBD |
|                                                                                                                                          |                             |                                                     | # of Capital Projects Implemented                         | Ministerial infrastructure developed, upgraded and maintained towards efficient service delivery. These projects relate to assets such as buildings, etc. Construction of MAFWLR regional head offices in Omuthiya, Nkurenkuru and Swakopmund, Completion of ongoing constructions and renovation of building across the country | Absolute     |          | 4       | 4  | 4  | 4  | 6  | Policy Coordination & Support Services | Construction and renovation                 | 500                       | 150000                    | DGS, DPBD                       |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                             | Strategic Themes/<br>Pillar | Strategic Objectives                                             | KPI                                                                                     | KPI Definition                                                                                                                                                                                                  | KPI Type     | Baseline | Targets |     |    |    |    | Programme                              | Project              | Operational Budget ('000) | Development Budget ('000) | Responsible Unit |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|-----|----|----|----|----------------------------------------|----------------------|---------------------------|---------------------------|------------------|
|                                                                                                                             |                             |                                                                  |                                                                                         |                                                                                                                                                                                                                 |              |          | Y1      | Y2  | Y3 | Y4 | Y5 |                                        |                      |                           |                           |                  |
|                                                                                                                             | 3. Business Excellence      | 3.5 - Increase revenue generation and improve revenue collection | % of revenue collected                                                                  | Percentage increase on revenue generated and collected per annum (fishing agreements, deeds, water license fees, permits, laboratory fees, etc.) by enhancing the process and the system of revenue collection. | Absolute [+] | 54       | 80      | 80  | 80 | 80 | 80 | Policy Coordination & Support Services | Financial Management | 600                       |                           | MAFWLR           |
|                                                                                                                             |                             |                                                                  |                                                                                         |                                                                                                                                                                                                                 |              |          |         |     |    |    |    |                                        |                      |                           |                           |                  |
|                                                                                                                             |                             |                                                                  |                                                                                         |                                                                                                                                                                                                                 |              |          |         |     |    |    |    |                                        |                      |                           |                           |                  |
|                                                                                                                             |                             |                                                                  | Annual Plan execution rate                                                              | The percentage compliance to the set target (80 Percentage of minimum performance) in the implementation of ministerial activities (programs, projects, etc.)                                                   | Absolute [+] | 73       | 80      | 80  | 80 | 80 | 80 | Policy Coordination & Support Services | PMS                  | 12300                     |                           | PMU, DPBD        |
| By 2030, the size of the land acquired for redistribution should increase from 3.6 million hectares to 3.8 million hectares |                             |                                                                  | % progress towards Development of 2025-2030 Agricultural Commercial Land Valuation Roll | Agricultural Commercial Land Valuation Roll is in compliance with the legislation                                                                                                                               | Incremental  | 20       | 50      | 100 |    |    |    | Land Reform                            | Land Tax Management  |                           | 25000                     | DVEM             |
| By 2030, Agro Processing contribution to Gross Domestic Product (GDP) to have increased from 1.74 % to 2.01 %               |                             |                                                                  |                                                                                         |                                                                                                                                                                                                                 |              |          |         |     |    |    |    |                                        |                      |                           |                           |                  |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                                                                                                                                                                                                                        | Strategic Themes/<br>Pillar | Strategic Objectives                    | KPI                                                    | KPI Definition                                                                                                                                                                                                          | KPI Type     | Baseline | Targets |    |    |    |    | Programme                              | Project                                | Operational Budget ('000) | Development Budget ('000) | Responsible Unit                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|---------|----|----|----|----|----------------------------------------|----------------------------------------|---------------------------|---------------------------|----------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                        |                             |                                         |                                                        |                                                                                                                                                                                                                         |              |          | Y1      | Y2 | Y3 | Y4 | Y5 |                                        |                                        |                           |                           |                                                                |
| By 2030 the production of agricultural foods (cereal, horticulture meat) for local consumption has increased on aggregate from 40 % to 60 %, and the food insecure people has reduced from 56 % to 30%.<br><br>By 2030, the contribution of the fisheries sector to GDP has increased from N\$10.4 to N\$10.8 billion. |                             | 3.6 - Improve efficiency and compliance | % compliance to non-tariff market requirements         | Percentage compliance to non-tariff market requirements (e.g. Sanitary and Phytosanitary SPS, religious Halal, technical standards and technical regulations, etc.).                                                    | Incremental  | 80       | 82      | 87 | 90 | 91 | 93 | Policy Coordination & Support Services | Market Development and Diversification | 6000                      |                           | DPBD, DVS, DAPEES, NSI, MOHSS, DMIFR, MIRT, MEATCO, LLPBN, NAB |
|                                                                                                                                                                                                                                                                                                                        |                             |                                         | % compliance to legal instruments                      | Percentage compliance and ability to operate effectively and adhere to relevant laws, regulations and internal policies.                                                                                                | Absolute [+] | 75       | 80      | 80 | 80 | 80 | 80 | Policy Coordination & Support Services | AFWL Compliance Monitoring             | 20000                     | 7000                      | MAFWLR                                                         |
| Improved Public Service Delivery; By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens                                                                                                                                                                               |                             |                                         | % of MAFWLR assets and resources protected and secured | Improvement of security status through installations of modern security infrastructure at various premises and the implementation of assessment reports and National Anti-Corruption Strategy and Action Plan (NACSAP). | Incremental  | 60       | 65      | 70 | 75 | 80 | 85 | Policy Coordination & Support Services | Security Risk Management               |                           |                           | MAFWLR                                                         |

## 6. LOGICAL FRAME (LOG FRAME) (CONTINUED)

| Desired Outcome                                                                                                             | Strategic Themes/<br>Pillar | Strategic Objectives | KPI                                                                                 | KPI Definition                                                                                                                                            | KPI Type    | Baseline | Targets |    |     |    |    | Programme   | Project             | Operational Budget ('000) | Development Budget ('000) | Responsible Unit |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|---------|----|-----|----|----|-------------|---------------------|---------------------------|---------------------------|------------------|
|                                                                                                                             |                             |                      |                                                                                     |                                                                                                                                                           |             |          | Y1      | Y2 | Y3  | Y4 | Y5 |             |                     |                           |                           |                  |
| By 2030, the size of the land acquired for redistribution should increase from 3.6 million hectares to 3.8 million hectares |                             |                      | % of Agricultural, Commercial Land, Rating, Valuation and Taxation System developed | Development of Agricultural, Commercial Land, Rating, Valuation and Taxation System in support of rating valuation (CAMA) Land Tax Administration (LTPRS) | Incremental | 20       | 50      | 75 | 100 |    |    | Land Reform | Land Tax Management | 36000                     | DVEM                      |                  |
|                                                                                                                             |                             |                      |                                                                                     |                                                                                                                                                           |             |          |         |    |     |    |    |             |                     |                           |                           |                  |
|                                                                                                                             | Total Budget ('000):        |                      |                                                                                     |                                                                                                                                                           |             |          |         |    |     |    |    |             |                     | 5,181,298                 | 36,893,350                |                  |



# RISK ASSESSMENT

# 7

## 7. RISK ASSESSMENT

TABLE 7.1 RISK ASSESSMENT

| RISK NAME                                                                | RISK DESCRIPTION                                                                  | LEVEL OF RISK | CAUSES OF THE RISK                                                    | CONSEQUENCES                                                                                              | MITIGATING FACTORS                                                                                                                |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Aging &amp; Inadequate Infrastructure development and maintenance</b> | Poor infrastructure development and maintenance                                   | High          | Insufficient funds<br>Lack of maintenance                             | Dilapidated buildings<br>Loss of assets<br>Interruption of operations<br>Loss of lives                    | Multiple sources of revenue<br>Donor funding<br>Upgrade infrastructure, include in budget planning, regular maintenance schedules |
| <b>Climate Change Impacts</b>                                            | Increased frequency of droughts, floods, pests and diseases affecting agriculture | High          | Global warming, poor climate adaptation, ecosystem degradation        | Crop failure, food insecurity, livestock loss, reduced fisheries yields                                   | Promote climate-smart technologies, strengthen early warning systems, disaster planning                                           |
| <b>Financial Constraints</b>                                             | Inadequate or delayed funding for strategic programmes                            | High          | Limited national budget, delayed disbursements, donor dependency      | Delays in implementation, incomplete projects, reduced public trust                                       | Strengthen budget alignment, diversify funding, pursue donor and PPP opportunities                                                |
| <b>Non-compliance and Weak Enforcement</b>                               | Weak enforcement of policies, laws and regulations                                | Medium        | Limited legal capacity, lack of monitoring, low stakeholder awareness | Illegal resource use, environmental degradation, undermined reforms                                       | Improve legal training, strengthen enforcement systems, stakeholder awareness campaigns                                           |
| <b>Cybersecurity Threats</b>                                             | Increased risk of cyberattacks and data breaches                                  | Medium        | Weak IT infrastructure, lack of cyber protocols, staff unawareness    | Operational disruptions, loss of sensitive data, reputational harm                                        | Implement cybersecurity protocols, regular audits, staff training                                                                 |
| <b>Stakeholder Resistance</b>                                            | Resistance to reforms (e.g., land redistribution, fishing quotas)                 | Medium        | Lack of consultation, perceived inequality, political pressure        | Legal disputes, project delays, social tension                                                            | Deepen stakeholder engagement, inclusive planning, transparent communication                                                      |
| <b>Market Volatility</b>                                                 | Unpredictable prices, limited access to local and export markets                  | Medium        | Global price changes, trade barriers, poor infrastructure             | Income loss for producers, reduced investments in production                                              | Support market diversification, build local value chains, strengthen cooperatives                                                 |
| <b>Data and Information Gaps</b>                                         | Lack of reliable data for planning and decision-making                            | Medium        | Poor data systems, fragmented information, underinvestment            | Poor resource allocation, ineffective planning and monitoring                                             | Develop NSDI, invest in data management tools, train staff in data analysis                                                       |
| <b>Escalating farm prices</b>                                            | High commercial farms prices                                                      | High          | Demand and supply factors                                             | Fewer hectares acquired, reduced number of resettled beneficiaries, and failure to meet land reform goals | Negotiate land prices, prioritize affordable land, explore alternative land access models                                         |



# CRITICAL SUCCESS FACTORS

# 8

## 8. CRITICAL SUCCESS FACTORS

Critical Success Factors (CSFs) are those essential areas of activities in which an organisation must perform well in order to ensure the successful execution of its strategy. It is essential that MAFWLR carefully manages the following factors to achieve success in the implementation of programmes and projects:

### 1. Strong and Inclusive Leadership

Effective execution of this Strategic Plan requires visionary, accountable, and inclusive leadership at all levels. MAFWLR must foster a leadership culture that inspires trust, empowers staff, and builds ownership around shared goals—across all sectors of agriculture, fisheries, water, and land reform.

### 2. Integrated Teamwork and Collaboration

Given the cross-cutting nature of the Ministry's mandate, success depends on strong internal collaboration and coordinated efforts across directorates. A culture of teamwork must be cultivated, where planning, decision-making, and implementation are carried out jointly for greater impact.

### 3. Clear and Consistent Communication

Timely, transparent, and effective communication between leadership, staff, and stakeholders is vital. Clear communication enhances understanding of strategic goals, reinforces accountability, and ensures alignment across all departments and regions.

### 4. Strategic Stakeholder Engagement

Sustained partnerships with communities, private sector, civil society, development partners, and other government agencies are crucial. The Ministry must build and maintain strong relationships with its stakeholders to leverage resources, ensure public trust, and deliver inclusive services.

### 5. Financial Alignment and Resource Mobilization

The success of strategic initiatives depends on aligning budgetary resources with priorities. MAFWLR must ensure costed plans, advocate for adequate funding, and optimize the use of available resources to achieve maximum results and impact.

### 6. Capacity Building and Talent Development

A skilled and motivated workforce is essential. The Ministry must invest in continuous training, technical upskilling, and leadership development to improve performance, adapt to innovation, and meet the evolving demands of the sector.

### 7. Performance-Based Culture and Recognition

To achieve strategic outcomes, the Ministry must foster a culture that values high performance and accountability. Staff contributions should be recognized and rewarded through both financial and non-financial incentives, creating motivation and alignment with organizational goals.

### 8. Robust Monitoring, Evaluation, and Learning (MEL)

Regular tracking of performance against strategic objectives is key. MAFWLR must strengthen its Monitoring and Evaluation systems to generate timely data, assess progress, identify challenges, and inform decision-making and adaptive learning.

### 9. Effective Performance Management System (PMS) Implementation

Full implementation of the Performance Management System will drive strategic alignment and accountability. Annual plans, performance agreements, and individual development plans should be linked to strategic objectives and reviewed consistently to support continuous improvement.



# STAKEHOLDERS ANALYSIS/ MATRIX

# 9

## 9. STAKEHOLDERS ANALYSIS/MATRIX

Stakeholder analysis refers to the process of identifying the individuals and/or groups that are likely to affect or be affected by decisions and actions of the ministry. After identifying the groups, individuals and organisations via stakeholder analysis, they are then

sorted and grouped according to their impact on the action will have on them. See Table 3.3 below for the Stakeholder Analysis of the MAFWLR:

**Table 3.3 STAKEHOLDER ANALYSIS MATRIX**

| Stakeholders                                                                                        | What do they need from us?                                                                                                               | What do we need from them?                                                                                                                                     | What strategies are we going to employ to meet our stakeholders' expectations?                                                                           |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Advisory Bodies</b>                                                                              | Technical support, Information/<br>Data and resources<br><br>Review and formulation                                                      | Advise the Minister on sustainable utilization of resources<br><br>Provide support on land acquisition and redistribution<br><br>Timely decision making        | To ensure that they are capacitated and adequate budget<br><br>Ensure timely implementation of resolutions                                               |
| <b>Academic Institutions</b>                                                                        | Information/Data<br><br>Internships and field training opportunities<br><br>Collaborative research<br><br>Curricula review and alignment | Evidence based research<br><br>Training of professionals<br><br>Knowledge and awareness<br><br>Need based curricula review                                     | MoUs and collaborative research                                                                                                                          |
| <b>Development Partners</b>                                                                         | Clear policy direction<br><br>Human Resource<br><br>Bankable Projects proposals                                                          | Technical support and collaboration research<br><br>Financial support<br><br>Research and innovation support<br><br>Technical expertise and knowledge transfer | MoUs and Capacity building<br><br>Strengthen M&E<br><br>Bilateral and Multilateral Agreements<br><br>Development Investment Plans<br><br>Exit Strategies |
| <b>Financial Institutions</b>                                                                       | Information and services                                                                                                                 | Tailor made loans and grants                                                                                                                                   | Operational Strategies<br><br>MoU                                                                                                                        |
| <b>Civil Societies/NGOs/<br/>CBOs, Law Society</b>                                                  | Legal Framework<br><br>Coordination and support<br><br>Access to information                                                             | Compliance to legal framework<br><br>Advocacy GRN projects                                                                                                     | Strengthen Partnership                                                                                                                                   |
| <b>Professionals<br/>Land Surveyors and<br/>Spatial Data<br/>Infrastructure (SDI)<br/>producers</b> | Collaboration<br><br>Data and information<br><br>Land and Mapping Surveying services                                                     | Reliable data and records<br><br>Compliance and regulatory standards<br><br>Knowledge transfer<br><br>Collaboration and partnerships                           | Digitization, Tech upgrades,<br>Collaborations                                                                                                           |

## STAKEHOLDERS ANALYSIS/MATRIX (CONTINUED)

| Stakeholders                                                                                                                                                                      | What do they need from us?                                                                                                                                                                                                                                                                 | What do we need from them?                                                                                                                                                                                              | What strategies are we going to employ to meet our stakeholders' expectations?                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>Spatial Data Infrastructure (SDI) Users (Engineers, Town and Regional Planners, Researchers, Tourists, OMAs (Utilities))</b><br><b>Private Valuers</b><br><b>Estate Agents</b> | Accurate data<br>Land and Mapping Surveying services<br>Collaborative research and partnerships<br>Professional and Technical advice                                                                                                                                                       | Compliance to statutory provisions<br>Feedback on data and service quality<br>Collaboration                                                                                                                             | Automate processes,<br>Leverage technological advancements in the geomatics realm                                                   |
| <b>Professional regulatory and accreditation bodies</b>                                                                                                                           | Policy directives and regulation<br>Active participation                                                                                                                                                                                                                                   | Review laws and policies,<br>Regulate the profession<br>Professional, Fair and transparent accreditation                                                                                                                | Targeted internships of qualifying graduates,<br>Review of curriculum for alignment to accreditation requirements                   |
| <b>Farmers</b>                                                                                                                                                                    | Water, information and services<br>Access to finance<br>Affordable agricultural inputs<br>Reliable extension services<br>Veterinary and Plant Health services<br>Access to land<br>Training and capacity develop<br>Market access and infrastructure<br>Willingness to participate in land | Sustainable agricultural practices<br>Data<br>Compliance to legislations<br>Pest outbreak Prevention and reporting<br>Maximum utilization of the land                                                                   | Stakeholders' collaboration<br>Invest in capacity building and extension services                                                   |
| <b>Auditors</b>                                                                                                                                                                   | Financial and operational services information<br>Real Property rights information and registration<br>Adherence to audit requirement                                                                                                                                                      | Compliance to regulatory standards<br>Unqualified audit reports                                                                                                                                                         | Ensure availability of records and reports on processes<br>To accelerate electronic system by digitizing deeds registration records |
| <b>Notaries/Conveyancers</b>                                                                                                                                                      | Real Property rights information and registration                                                                                                                                                                                                                                          | Compliance to legal standards                                                                                                                                                                                           | To accelerate electronic system by digitizing deeds registration records                                                            |
| <b>Licensing Authorities</b>                                                                                                                                                      | Compliance with professional standards                                                                                                                                                                                                                                                     | Legal framework                                                                                                                                                                                                         | To strengthen law enforcement capacity                                                                                              |
| <b>Fishing Industries</b>                                                                                                                                                         | Equitable and timely allocation resource<br>Timely issuance of licenses<br>Research support                                                                                                                                                                                                | Sustainable fishing practices<br>Compliance and legislation<br>Timely and accurate submission statistics<br>Timely payment of fees and levies<br>Research and Development Products<br>Increase domestics supply of fish | Accelerate the implementation of scorecard<br>Effective communication<br>Market Research<br>Ensure local participation              |

## STAKEHOLDERS ANALYSIS/MATRIX (CONTINUED)

| Stakeholders                                                 | What do they need from us?                                                                                                                                                                                                                                                                                                           | What do we need from them?                                                                                                                                | What strategies are we going to employ to meet our stakeholders' expectations?                                                                                                                                                                              |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scientific Associations/ Researchers</b>                  | Expertise, Continuous professional development,                                                                                                                                                                                                                                                                                      | Evidence based insight, expertise, data and information, collaboration                                                                                    | Create and strengthen collaborative platforms<br>Ensure protection of data and information<br>Ensure protection of intellectual property rights                                                                                                             |
| <b>Regional Fisheries Management Organisations</b>           | Data/information, professional support and infrastructure<br>Timely payment of annual subscription fees                                                                                                                                                                                                                              | Equitable and fair allocation of resources, Reliable stock assessment models, transparency in landings and compliance reporting,<br>Conservation measures | Strengthen regional collaborative platforms                                                                                                                                                                                                                 |
| <b>International, Regional Organisations and Conventions</b> | Expertise,<br>Data/information, professional support and infrastructure<br>Timely payment of subscriptions of annual fees<br>Timely reporting<br>Compliance to standards<br>Implementation of obligations<br>Policy alignment and support<br>Provide transparent information to facilitate trade<br>Create conducive legal framework | Expertise<br>Reference for safe trade<br>Transparency in communication<br>Mobilize resources and provide technical support and coordination               | Implementation of safe standards to promote safe trade<br>Create structures for communication flow<br>Enforce compliance and promotion of international cooperation<br>Implement and domesticate national management strategies<br>Strengthen collaboration |
| <b>Cooperatives</b>                                          | Information and registration,<br>Access to production inputs,<br>Education and capacity building,<br>Credit guarantee facilities                                                                                                                                                                                                     | Compliance with the cops act<br>Sustainable service Employment provision to members                                                                       | Promote and development of sustainable and cooperative businesses                                                                                                                                                                                           |
| <b>Unions and Associations</b>                               | Information and data<br>Representation<br>Technical support/services                                                                                                                                                                                                                                                                 | Processed information<br>Cooperation and coordination<br>Compliance<br>Transition belt for information dissemination                                      | Ensure technical support<br>Collaboration<br>Ensure promotion of organized sectors                                                                                                                                                                          |
| <b>Local Authorities</b>                                     | Information/data<br>Technical support/service                                                                                                                                                                                                                                                                                        | Provision of land and essential services<br>Participate in decision making process<br>Timely reporting and data provision                                 | Strengthen collaboration<br>Promote urban agriculture<br>Ensure sustainable management of resources<br>Promote local development<br>Ensure proper spatial planning and implement mitigation measures                                                        |
| <b>Traditional Authorities</b>                               | Technical support<br>Capacity building                                                                                                                                                                                                                                                                                               | Coordination<br>Consent letters for communal land registration/livestock movements and registration                                                       | Ensure support, coordination and capacity building of the TAs                                                                                                                                                                                               |

## STAKEHOLDERS ANALYSIS/MATRIX (CONTINUED)

| Stakeholders                                                                          | What do they need from us?                                                                                                              | What do we need from them?                                                                                                                                           | What strategies are we going to employ to meet our stakeholders' expectations?                                                                    |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Small Scale Fisheries</b>                                                          | Access to fishing permits<br>Fair access to fishery resources<br>Support services<br>Access to scientific information<br>Recognition    | Compliance<br>Data and information                                                                                                                                   | Compliance monitoring<br>Data collection                                                                                                          |
| <b>Investors</b>                                                                      | Information<br>Incentives<br>Security of tenure<br>Conducive policy environment, peace and stability,<br>Infrastructure                 | Capital investment<br>Job creation and skills development<br>Compliance<br>Contribution to value addition and food security<br>Social responsibilities<br>Innovation | Compliance monitoring<br>Sustainability<br>Promote PPP<br>Strong collaboration between Ministry and NIPDB<br>Build local capacity                 |
| <b>Service Providers</b><br><b>Drug manufacturers/retailers and wholesalers</b>       | Clear TOR and specifications<br>Timely payment<br>Fair competition and transparency<br>Access to information                            | Quality and timely service delivery<br>Technical expertise and innovation<br>Compliance with legal framework                                                         | Collaboration<br>Compliance monitoring<br>Performance tracking system<br>Create enabling regulatory framework<br>Service level agreements         |
| <b>Public Enterprises in AFWAL Sectors (NamWater)</b>                                 | Responsiveness (prompt)<br>Relevant resources' support<br>Data and information<br>Coordination and guidance                             | Delivery of mandate<br>Accountability<br>Aligned programs and strategies to the national developmental agenda                                                        | Joint planning and<br>Consultative platforms<br>Create accountability platforms                                                                   |
| <b>Political Office Bearers</b>                                                       | Information sharing<br>Service delivery<br>Transparency<br>Transformation of political agendas into implementable programs and projects | Compliance<br>Political support<br>Advocacy for approval of budget for projects<br>Policy and law making                                                             | Speedy implementation of projects/ programs<br>Stakeholder dialogue                                                                               |
| <b>Courts</b><br><b>Lands Tribunal</b><br><b>Appeal Tribunal</b><br><b>High Court</b> | Authentic data/records/ affidavits<br>Compliance review                                                                                 | Adjudication of matters/disputes<br>Appropriate legal advice/ representation<br>Timely delivery of resolutions/ decisions/court orders                               | Ensure timely implementation of the resolutions and decisions<br>Ensure compliance review and formulation<br>Ensure enforcement of the provisions |

## NOTES

[illegible]

## NOTES

[illegible]

**MINISTRY OF AGRICULTURE, FISHERIES, WATER  
AND LAND REFORM**

**STRATEGIC PLAN**

**2025/2026 to 2029/2030**



Republic of Namibia

**MINISTRY OF AGRICULTURE,  
FISHERIES, WATER AND LAND REFORM**