

# NATIONAL ASSEMBLY

# STRATEGIC PLAN

## 2023–2027

**Strategic reform agenda** for the **National Assembly**  
of the Republic of Namibia





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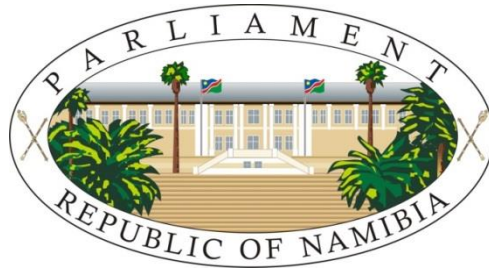
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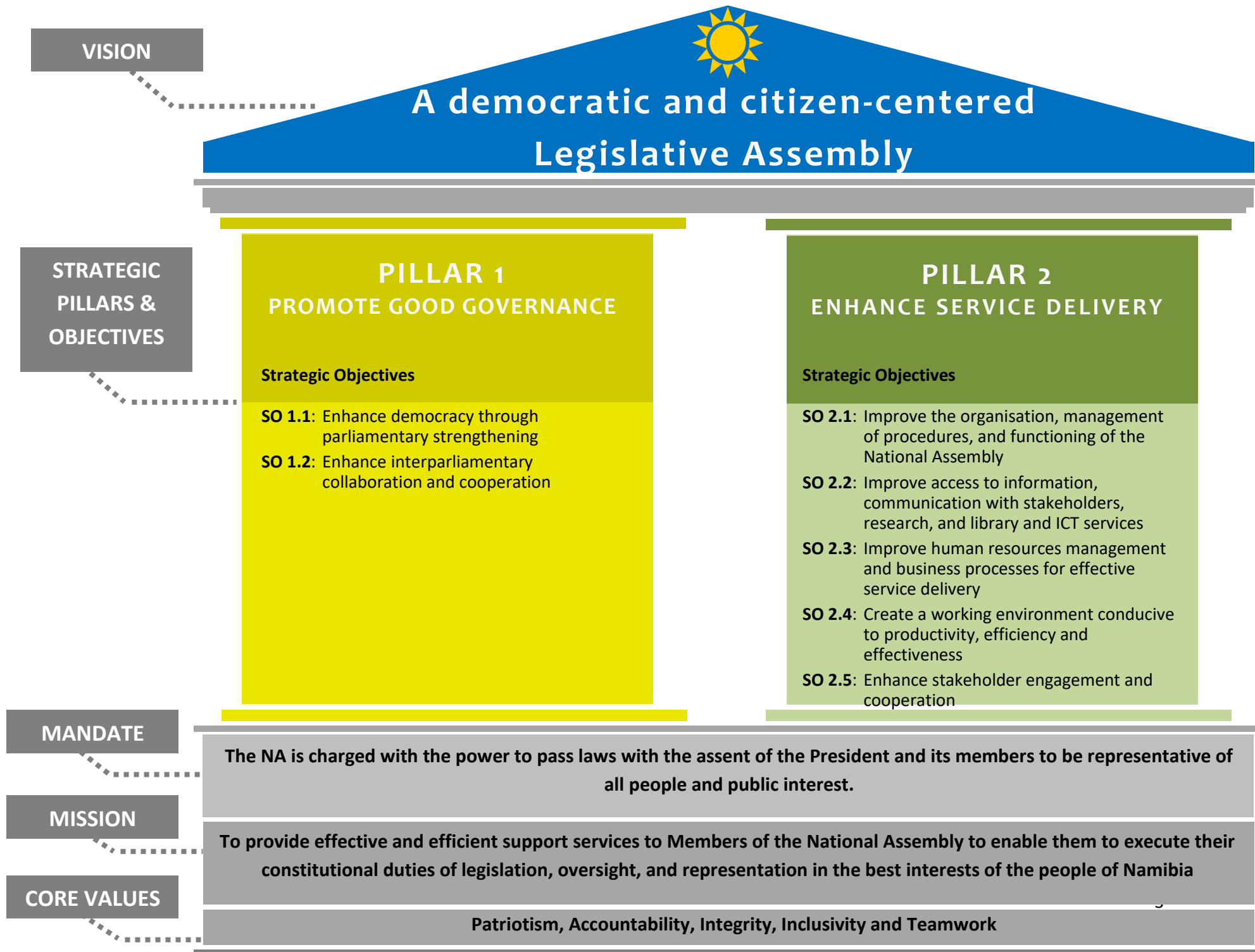
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Parliament of the Republic of Namibia



# CORE VALUES



## **Patriotism**

We serve with devotion and vigorous support for Namibia.



## **Accountability**

We accept our responsibilities and consequences for our actions in a transparent manner that is open, timeous and accurate.



## **Integrity**

We serve with honesty and strong moral principles through obedience to the Public Service Code of Conduct.



## **Inclusivity**

We ensure that our services are available and applied equally to all in a manner that observes impartial and just treatment to our stakeholders without favouritism or discrimination.



## **Teamwork**

We work together in unity of purpose and foster a good team spirit and healthy relations with our partners and stakeholders.

# TABLE OF CONTENTS

ACRONYMS AND INITIALISMS .....	viii
PREFACE BY THE SPEAKER.....	ix
FOREWORD BY THE DEPUTY SPEAKER .....	xii
ACKNOWLEDGEMENT BY THE SECRETARY .....	xv
1 BACKGROUND TO THE 2023–2027 STRATEGIC PLAN .....	17
1.1 INTRODUCTION AND CONTEXTUALISATION.....	17
1.1.1 Overview of the Namibian Parliament.....	19
1.2 PERFORMANCE SYNOPSIS OF THE PREVIOUS STRATEGIC PLAN (2018–2020) .....	21
1.2.1 Rules of Procedure and Standing Orders .....	21
1.2.2 Legislative Oversight .....	21
1.2.3 Parliamentary Service Commission.....	21
1.2.4 Entrenching ICT Use and Easing Access .....	22
1.2.5 Capacity-building.....	22
1.2.6 Communication and Information.....	22
1.3 Rationale Underlying the 2023–2027 Strategic Plan .....	23
1.4 Overview of the 2023–2027 Strategic Plan.....	24
2 ENVIRONMENTAL SCANNING .....	25
2.2 SWOT ANALYSIS .....	26
2.3 PESTEL ANALYSIS.....	27
3 STRATEGIC PILLARS AND OBJECTIVES .....	29
3.1 STRATEGIC PILLAR 1: PROMOTE GOOD GOVERNANCE .....	30
3.1.1 Strategic Objective 1.1: Enhance Democracy through Parliamentary Strengthening..	31
3.1.2 Strategic Objective 1.2: Enhance Inter-Parliamentary Collaboration and Cooperation	35
3.2 STRATEGIC PILLAR 2: ENHANCE SERVICE DELIVERY .....	36
3.2.1 Strategic Objective 2.1: Improve the Organisation, Management of Procedures, and Functioning of the National Assembly .....	37
3.2.2 Strategic Objective 2.2: Improve Access to Information, Communication with Stakeholders, Research, and Library and ICT Services.....	40

3.2.3	Strategic Objective 2.3: Improve Human Resources Management and Business Processes for Effective Service Delivery .....	43
3.2.4	Strategic Objective 2.4: Create a Working Environment Conducive to Productivity, Efficiency and Effectiveness.....	46
3.2.5	Strategic Objective 2.5: Enhance Stakeholder Engagement and Cooperation.....	47
4	CRITICAL SUCCESS FACTORS .....	51
4.1	LEADERSHIP, COMMITMENT AND OWNERSHIP .....	52
4.2	COOPERATION AND PARTNERSHIP .....	52
4.3	COMMUNICATION .....	52
4.4	INSTITUTIONAL ARRANGEMENT.....	53
4.4.1	The National Assembly.....	53
4.4.2	The Speaker’s Roundtable .....	54
4.4.3	The Strategic Performance Committee .....	54
4.4.4	Stakeholder Forums .....	55
4.5	RISK ASSESSMENT .....	55
4.6	MONITORING, EVALUATION AND REPORTING.....	56
4.6.1	Continuous Quarterly Monitoring .....	56
4.6.2	Regular Reporting .....	56
4.6.3	Mid-term Review in December 2023.....	57
4.6.4	Terminal Evaluation in December 2027 .....	57
5	CONCLUSION.....	58
	GLOSSARY .....	59
	ANNEXURES .....	61
A.1	NATIONAL ASSEMBLY SCORECARD.....	61
A.2	STAKEHOLDER ANALYSIS.....	78
A.3	MONITORING AND EVALUATION PLAN .....	82

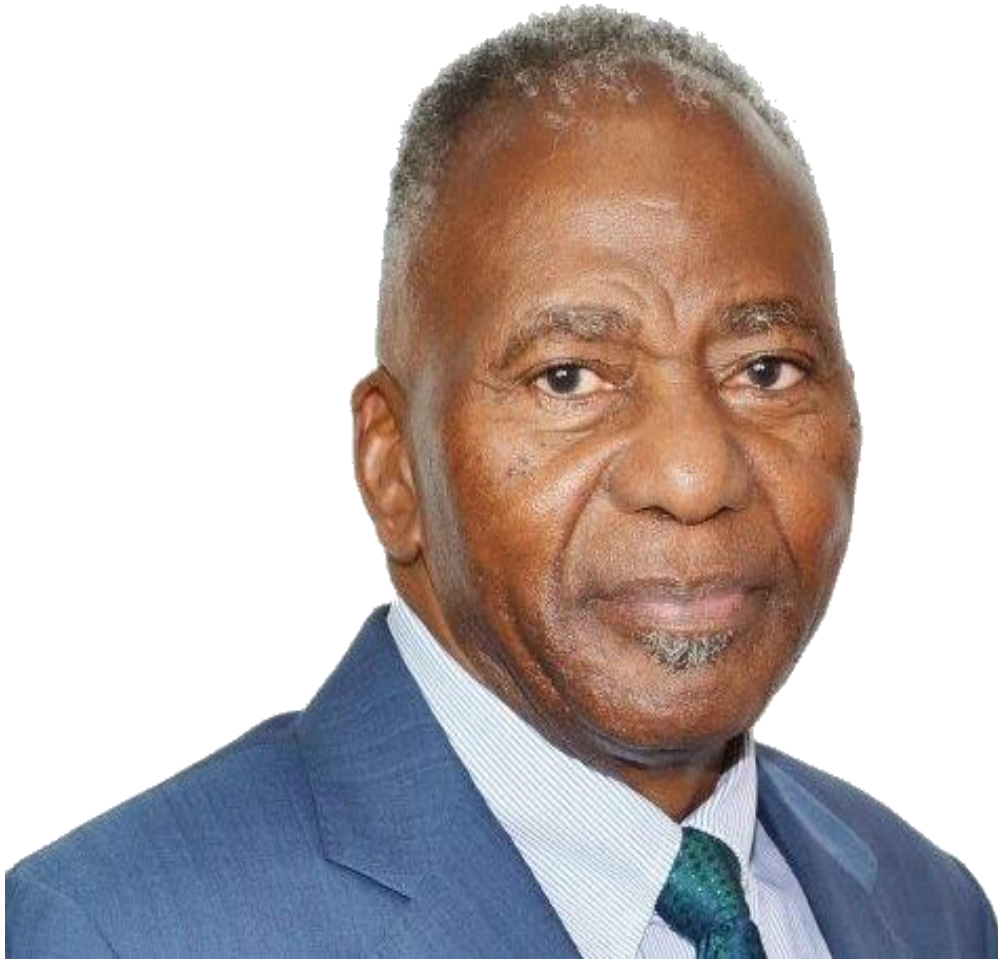
# TABLES

Table 1	Strategic Issue 1: Suboptimal Service Delivery .....	28
Table 2	Strategic Issue 2: Suboptimal Capacity for Lawmaking, Representation and Oversight.....	29
Table 3	Mitigating the Risks to Implementation .....	55
Table A.1	National Assembly Scorecard for Desired NDP5 and HPP2 Goals (2023–2027) .....	61
Table A.2	Stakeholder Expectations and Needs .....	80
Table A.3	Monitoring and Evaluation Plan.....	82

# ACRONYMS AND INITIALISMS

<b>COVID-19</b>	Coronavirus disease 2019
<b>HPP2</b>	Second Harambee Prosperity Plan
<b>HRD</b>	Human Resource Development
<b>ICT</b>	Information Communication Technology
<b>KPI</b>	Key Performance Indicator
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEWG</b>	Monitoring and Evaluation Working Group
<b>MP</b>	Member of Parliament
<b>NASP</b>	2023–2027 National Assembly Strategic Plan
<b>NDP</b>	National Development Plan
<b>OMA</b>	Office/Ministry/Agency
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and legal (factors)
<b>SPC</b>	Strategic Performance Committee
<b>SRT</b>	Speaker’s Round-Table
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats





# PREFACE BY THE SPEAKER

The date 21 March 1990 will remain significant in Namibia for current and future generations. On that date, Namibia gained independence and the Namibian Constitution came into force, marking the beginning of the democracy journey in the country. Since then, parliamentary democracy has been at Namibia's centre, promoting accountability and good governance.

The National Assembly of the Republic of Namibia performs a fundamental role in the country's governance system. Its constitutional functions are classified into three main areas, namely making laws; performing oversight over the Executive's actions; and representing the voices of the Namibian people.

Over time, the National Assembly has continued to increase its efforts to build a robust parliamentary polity by promoting discipline, character, a high sense of public morality, multiparty democracy, and a willingness to hear and accommodate minority views. The public has high expectations of, and a deep-seated interest in, the governance of public institutions in general and the legislative body in particular. The National Assembly has, therefore, remained under special focus as it discharges its functions. Moreover, it is expected to play its role in furthering democracy in the country. I do not doubt that this 7<sup>th</sup> Parliament of our beloved country is equal to the challenge.

The National Assembly will also continue to be at the helm of implementing Namibia Vision 2030, Namibia's long-term development blueprint. Namibia Vision 2030 is motivated by a collective aspiration for an inclusive and innovative Namibian society by 2030.

The current document, embodying the National Assembly Strategic Plan for 2023 to 2027, is founded on Namibia Vision 2030 and addresses the goals that must be achieved by then. The Plan also draws from the Fifth National Development Plan (NDP5) and the Second Harambee Prosperity Plan, amongst other national development policies.

We are committed to enhancing the effectiveness and efficiency of the National Assembly in executing its constitutional mandate. Over the next four years, we shall deliberately seek to improve our Members' capacity, firstly, in scrutinising and passing laws; secondly, in reviewing, monitoring and supervising the programmes, activities and policy implementation of the Executive arm of Government, and in holding them accountable on behalf of the people of Namibia; and thirdly, in advancing the interests of all Namibian residents, especially its citizens.

Members of Parliament (MPs) are a critical component in the overall machinery necessary to promote good governance in the country. The National Assembly is committed to enhancing the quality of its MPs by continuously empowering them with the tools, knowledge and skills required for the execution of their constitutional mandate of lawmaking, representation and oversight. To this end we have embarked on, amongst other things, a deliberate initiative to transform the National Assembly into a 21<sup>st</sup>-Century





# FOREWORD BY THE DEPUTY SPEAKER

As the National Assembly enters its seventh term, the need to accelerate our efforts to serve our people and to work together for the greater good is more apparent than ever. The National Assembly Members of Parliament (MPs) is responsible for the effective and efficient execution of their constitutional mandate of lawmaking, representation and oversight. To this end, the National Assembly has deliberately and continuously committed itself to finding innovative ways to strengthen itself. One of the critical steps on this path is the adoption of strategic management practices – hence the formulation of this

2023–2027 National Assembly Strategic Plan (NASP). The Plan will be implemented as the National Assembly's principal strategic framework guiding its endeavours to strengthen the 7<sup>th</sup> Parliament.

The NASP was formulated through a participatory process via several consultation workshops with divergent groups of stakeholders. This provided a mosaic of views that led to a deeper understanding of the issues involved and their proposed strategic solutions in respect of the National Assembly's role in ensuring parliamentary effectiveness and efficiency. Thus, the NASP is a shared statement of the way forward and of the goals the National Assembly has to achieve within its 2023–2027 execution period.

The Plan also provides MPs with renewed high-level statements, namely its Vision, Mission and Core Values. We must maintain our focus on these at all times; they must guide all that we do. Furthermore, the Plan contains specified Strategic Objectives that serve as a framework for achieving the stated Vision and Mission. These offer a clear picture of what we are committed to achieving by the end of the 7<sup>th</sup> Parliament's term in 2025.

Once coordinated and implemented, the NASP will be an essential tool for MPs and the Secretariat for building capacity and structurally and systemically improving parliamentary practices to ensure that we remain on par with other parliamentary institutions worldwide. These efforts will enable the National Assembly to continue to fulfil its constitutional role in the service of the people of Namibia.

The National Assembly is the custodian of this Plan. Thus, on its shoulders rests the profound responsibility of leading and managing the Plan's successful implementation. This duty entails striking a balance between the stated Strategic Objectives and daily operational activities to realise our Vision, namely, to be a democratic and citizen-centred Legislative Assembly. I am certain that our team will rise to this challenge.





## ACKNOWLEDGEMENT BY THE SECRETARY

Many people contributed to the development of this Plan. The National Assembly therefore wishes to thank all of them, particularly those who gave their time to attend workshops or made themselves available for one-on-one interviews.

Our sincere gratitude is extended to the Speaker of the National Assembly of Namibia, Hon. Prof. Peter Katjavivi (MP), and to the Deputy Speaker of the National of Namibia, Hon. Prof. Loide Kasingo (MP), for their kind leadership and patronage during the entire course of developing this Plan. We also take this opportunity to express our deep appreciation of our stakeholders, who provided divergent views and important insights, and made





# 1 BACKGROUND TO THE 2023–2027 STRATEGIC PLAN

## 1.1 INTRODUCTION AND CONTEXTUALISATION

The 21<sup>st</sup> Century is characterised by a growing awareness of, interest in and demand for democratic governance around the world. This new development has highlighted parliamentary institutions as critical components of the national democratic governance system. A parliamentary institution is at the centre of promoting representational democracy since it represents the people by articulating their views in decision-making processes. This renewed awareness reflects the increasing realisation that being endowed with democracy and good governance is not a luxury, but a fundamental requirement for achieving sustainable development.

The National Assembly provides an important platform for MPs to discuss Government policy, propose new legislation, amend or repeal outdated laws, amend the Constitution, or discuss other topical issues of national interest. The National Assembly is also where MPs engage in question-and-answer sessions with the Executive arm of the State, and they are responsible for scrutinising

and approving Government spending when the annual budget is presented to Parliament by the Minister of Finance. Furthermore, MPs debate budget proposals and scrutinise the Appropriation Bill which, when passed, brings the budget into law.

The work of the National Assembly is in principle centred on transparency and openness, giving the public insight into governance and critical decision-making processes and outcomes. This insight is facilitated by the media and members of the public being allowed to attend parliamentary proceedings and National Assembly committees engaging citizens through public hearings.

Without the National Assembly, the people of Namibia would have no representation in governance, authorities would not be held accountable for their actions, and in the absence of vital checks and balances that the National Assembly provides, democracy could not exist, let alone flourish.

Therefore, the National Assembly, as the democratically elected representative of the people of Namibia, has the sacred duty to ensure that the Namibian Government is truly a government of the people, by the people, and for the people. In the performance of its constitutional mandate, the National Assembly is actively engaged in the development and implementation of laws, policies and protocols that promote democracy and good governance. These functions are imperative to the effective functioning of democracy in Namibia.

In other words, the National Assembly is a pillar of democracy. It bears the responsibility for providing the principal forum for articulating public concern, influencing government policy, and overseeing key governance processes. The National Assembly is also a potentially valuable partner in pursuing the national aspirations and development objectives articulated in Namibia Vision 2030, National Development Plans (NDPs), and Harambee Prosperity Plans.

### 1.1.1 Overview of the Namibian Parliament

Sub-Article 1(3) of the Namibian Constitution establishes three organs of the State, namely the Executive, the Legislature, and the Judiciary.

The Namibian Parliament is a neutral place where legislators meet to talk, discuss and consult frankly with each other on political, social and economic issues and their legal implications for society. It consists of elected and nominated representatives responsible for making and amending the laws of the country.

Before Independence, Namibia passed through an apartheid era of parliamentary sovereignty in which lawmaking processes were communal and the colonial regime had unlimited powers to make laws and administrative decisions that did not entrench human rights. During this time, discriminatory laws could be passed, and the courts had no power to overrule them.

Namibia persevered in a battle for liberation and self-determination which was won and culminated in its Independence from colonial rule in 1990 through a democratic election. This resulted in a transformation from parliamentary sovereignty to constitutional supremacy, the latter firmly establishing fundamental human rights and freedoms.

#### **The Constituent Assembly**

Under the chairmanship of HE Dr Hage G. Geingob, the Constituent Assembly drafted a Constitution for the Republic of Namibia in a spirit of give and take. The 72 Members of this Assembly unanimously adopted the Namibian Constitution on 9 February 1990.

The Constituent Assembly elected the leader of the South West Africa People's Organisation (SWAPO), HE Dr Sam Nujoma, as the first President of an independent Namibia. On Independence Day, 21 March 1990, the Constituent Assembly became the first Legislature, namely the National Assembly of the Republic of Namibia.

## **The Houses of Parliament**

The Constituent Assembly had adopted a bicameral parliamentary system comprising the National Assembly and the National Council. These were respectively established under Articles 44 and 68 of the Namibian Constitution.

The National Assembly initiates and promulgates laws. It currently consists of 104 Members, 96 of whom are elected through proportional representation (per Article 46(1)(a) of the Namibian Constitution); the remaining eight are appointed by the President (per Article 32(5)(c) of the Namibian Constitution).

The National Council consists of 42 Members (three from each of the 14 regions). The National Council advises the National Assembly on any changes its Members deem desirable or necessary to subordinate laws that result from lawmaking in the National Assembly.

## **The National Assembly Secretariat**

The Secretariat is the National Assembly's administrative arm. It oversees the National Assembly's day-to-day administration, directs technical services, advises the Speaker, and provides technical, logistical and administrative support for the various standing committees and National Assembly MPs. The Secretariat provides services to Members of the National Assembly and supports, informs, and records their work in committees and the whole House in accordance with House resolutions and its Rules of Procedure and Standing Orders.

The Secretariat makes the work of and information about the National Assembly widely accessible to Members. In prescribed ways, it also provides information to the public in order to contribute to and enhance transparency, accountability and parliamentary democracy in Namibia.

## **1.2**      **PERFORMANCE SYNOPSIS** **OF THE PREVIOUS STRATEGIC** **PLAN (2018–2020)**

### **1.2.1**      **Rules of Procedure and Standing Orders**

Considerable effort was made to streamline the business of the National Assembly, particularly through a review of its Rules of Procedure and Standing Orders. To this end, several workshops and consultations were conducted with the aim of identifying any gaps in the Rules and Orders and recommending appropriate improvements. It is anticipated that the duly amended Rules of Procedure and Standing Orders will be discussed and approved by the House during the 7<sup>th</sup> Parliament.

### **1.2.2**      **Legislative Oversight**

MPs conducted several oversight visits facilitated by the National Assembly through its committees. Reports of these visits included recommendations to foster engagement with Government Offices, Ministries and Agencies (OMAs) and encourage them to adopt appropriate courses of action.

### **1.2.3**      **Parliamentary Service Commission**

The National Assembly forged ahead with its key stakeholders in a bid to establish the constitutionally required Parliamentary Service Commission. The Commission is envisaged as the primary body for streamlining staff recruitment, determining conditions of service, budgeting, conducting disciplinary procedures, and allocating and transferring resources for the two Houses. To this end, several familiarisation and benchmarking visits were conducted in the African region. Various recommendations ensued from these visits, leading to key stakeholders being consulted regarding the Commission's establishment.

### **1.2.4 Entrenching ICT Use and Easing Access**

The National Assembly made considerable progress in entrenching the use of information and communications technology (ICT) by rolling out Phase 1 of the e-Parliament Project. All MPs seated in the Chamber now have access to the e-Parliament system, which allows them to conduct all parliamentary business before them in a paperless manner.

Access to ICT services was also improved as a result of the implementation of the previous Strategic Plan. For example, MPs now have internet and e-mail access both within and outside the Parliament premises. This connectivity allows them to remain abreast of and contribute to Parliament business, regardless of their location. Published parliamentary documents can now also be accessed securely through the Parliament website.

### **1.2.5 Capacity-building**

Capacity-building is an ongoing activity and a critical factor for empowering MPs to execute their mandate effectively. To enhance capacity in the areas of lawmaking, representation and oversight amongst both MPs and staff in line with the previous Strategic Plan, the National Assembly arranged training workshops, seminars, conferences and familiarisation visits, amongst other approaches.

### **1.2.6 Communication and Information**

Parliament continued to broadcast its sessions live on national television and through social media to keep media houses and the public abreast of news pertaining to Parliament business. For example, the National Assembly circulated all Order Papers to the media before the House sat. In addition, the two Houses instituted a jointly managed engagement platform to promote the sharing of information, foster good working relations, create synergy by leveraging efforts, promote cohesive leadership practices, and enhance collaboration between them.

## 1.3 **Rationale** Underlying the 2023–2027 Strategic Plan

The beginning of the 7<sup>th</sup> Parliament marked the end of the previous Strategic Plan and called for a new one to guide the National Assembly's newly elected Members in actualising the nation's long-term vision and conducting the required parliamentary operations.

This 2023–2027 Strategic Plan is therefore both a medium-term blueprint for action and a management tool whose successful execution will improve Parliament's effectiveness. In its function as a blueprint, the NASP provides direction for aligning resources not only to support the ongoing building of structures and systems, but also to build capacity amongst MPs and National Assembly staff. These enhancements will ultimately strengthen the National Assembly, enabling it to effectively perform its constitutional functions of lawmaking, representation and oversight.

In its function as an organisational management tool, the NASP sets priorities, focuses energy and resources, strengthens operations, ensures that staff and other stakeholders work towards common goals, establishes agreement around intended outcomes/results, and assesses and adjusts the National Assembly's direction in response to a changing environment. The NASP is a disciplined effort that produces fundamental decisions and actions to shape and guide what the National Assembly is as an organisation, and, with an orientation on the future, to focus on whom it serves, what it does, and why it takes the actions it does. Moreover, effective strategic planning articulates where an organisation is going, what actions are needed to make progress, and how it will know if it is succeeding in attaining its goals.

## 1.4 Overview of the 2023–2027 Strategic Plan

Because it follows a clearly defined strategic management framework, the NASP is a key management tool designed to focus resources on achieving objectives. It also represents the first step in a management cycle encompassing planning, budgeting, performance management and monitoring, and reporting.

The NASP is implemented through two Strategic Pillars, namely (1) Promote Good Governance, and (2) Enhance Service Delivery. These Strategic Pillars are concretised into seven Strategic Objectives, through which the aspirations expressed in each Pillar will be actualised, as detailed below:

### **Pillar 1: Promote Good Governance**

The aspirations expressed in Pillar 1 will be actualised via the following Strategic Objectives:

- Enhance democracy through parliamentary strengthening; and
- Enhance inter-parliamentary collaboration and cooperation.

### **Pillar 2: Enhance Service Delivery**

- Improve organisation, the management of procedures, and the functioning of the National Assembly;
- Improve access to information, communication with stakeholders, research, and library and ICT services;
- Improve human resources management and business processes for effective service delivery;
- Create a working environment that is conducive to productivity, efficiency and effectiveness; and
- Enhance stakeholder engagement and cooperation.



Each year, these Strategic Objectives will be cascaded into outputs with achievable targets. Clearly defined units will be responsible for executing the tasks implied in achieving the stated outputs and targets. This approach provides for some degree of creativity, flexibility and innovation, which may be required when the envisioned circumstances do not eventuate.

## 2 ENVIRONMENTAL SCANNING

The principal orientation and strategic direction of any strategic plan needs to be grounded in a sound understanding of the environment in which it is to be implemented. The following section describes how this understanding was reached.

An assessment of the internal and external environmental factors affecting the NASP's successful implementation began with consultation with various stakeholders. This participatory method was aimed at collecting as much relevant information as possible to obtain a realistic snapshot of the National Assembly's current strengths (S) and weaknesses (W) which will determine the NASP's successful implementation, as well as the opportunities (O) that could promote such implementation, and the threats (T) that may prevent it. The reasons behind these four perspectives were explored so that viable alternatives could be sought where necessary (see 2.1 (SWOT analysis) below). A second assessment tool was a determination of the political (P), economic (E), sociocultural (S), technological (T), environmental (E) and legal (L) factors at work in the NASP's implementation environment (see 2.2 (PESTEL analysis) below).

## 2.2 SWOT ANALYSIS

### STRENGTHS

***(Existing factors that have promoted outstanding organisational performance)***

- Constitutional mandate
- Experienced and skilled staff
- Good stakeholder relations
- e-Parliament
- Membership of international parliamentary bodies
- Web and social media presence
- Digitisation, storage and publication of parliamentary proceedings
- Operational library/information centre
- Live streaming of parliamentary sessions

### WEAKNESSES

***(Organisational factors that increase operational costs or reduce the quality of service delivery)***

- Absence of a Parliamentary Service Commission
- Lack of a knowledge management system
- Insufficient deployment of staff
- Lack of robust oversight
- Insufficient implementation of the Performance Management System and insufficient monitoring and evaluation of performance
- No communication strategy in place
- Lack of a parliamentary information and communications technology systems policy and master plan
- Limited public involvement in parliamentary business
- Perceived negative image of the National Assembly

### OPPORTUNITIES

***(External factors that the organisation can engage to overcome threats)***

- Political will
- Legal framework/constitutional mandate
- Interest in democracy
- Cooperation with development partners
- Public sector reforms
- Transition to e-governance
- National development frameworks, such as Namibia Vision 2030, NDP5 and HPP2

### THREATS

***(External factors that could negatively affect organisational performance)***

- No clear separation of power between the organs of the State, and a lack of administrative independence
- Decision of the Executive on ceiling amounts for the National Assembly to execute its mandate
- Budget cuts
- Negative publicity
- Negative impact of the Coronavirus disease 2019 (COVID-19) pandemic

## 2.3 PESTEL ANALYSIS

### POLITICAL FACTORS

**Key political factors – other than political will, an interest in democracy and the existence of a legal framework/constitutional mandate for the National Assembly (identified under Opportunities in the SWOT analysis) – that may directly or indirectly influence the implementation of the NASP are the following:**

- Political diversity and conflicts
- A dynamic political landscape
- Influence from the other organs of the State

### ECONOMIC FACTORS

**Since a strategic plan operates in the economic space, all key economic factors were scanned for their potential to impact on the NASP's implementation. This scan yielded the following:**

- Increased economic crimes and corruption
- Budget constraints
- Reduced official development assistance to Namibia
- A fall in global commodity prices and a rise in the cost of living
- High income inequality and a high unemployment rate
- Adverse impact of the COVID-19 pandemic

### SOCIOCULTURAL FACTORS

**Namibia is a culturally diverse nation characterised by socially dynamic communities. Through cultural exchange and drifting social standards and values, sociocultural factors can be positively or negatively influenced. These factors, in turn, affect the strategic management process. The following sociocultural factors were identified as the most critical in this respect:**

- High prevalence of diseases and persistent pandemics, e.g., COVID-19, HIV and AIDS
- Human trafficking and illegal labour practices
- Urbanisation, cross-border migration, and refugee influx
- Violations of human rights and an increase in crimes against humanity
- An increase in social ills and moral decay

### TECHNOLOGICAL FACTORS

**We live in a technology- and information-driven age. Rapid technological advances influence the daily lives of both people and organisations. Technology therefore plays a very important role in strategic management. A scan of possible technological factors affecting the NASP's implementation identified the following:**

- Advances in ICT, amongst other technological advances
- A high level of technological uptake, e.g., social media use/abuse
- An increase in cyberattacks, hacking and malware

## ENVIRONMENTAL FACTORS

***The environment in which a strategic plan is implemented can affect its success. Thus, strategic choices must be environmentally informed and friendly. A scan of environmental factors identified the following as significant:***

- Threats posed by global warming and climate change
- Increased destruction of the ecosystem
- Food insecurity

## LEGAL FACTORS

***The following legal factors were identified as potentially influencing the outcome of the strategy-management process:***

- Enhancing the National Assembly's lawmaking role
- An increase in compliance-related litigation
- The threat of prosecution

The various issues that emerged from the SWOT and PESTEL analyses were then assessed through a consultative process. Two major and critical challenges were identified as affecting the efficiency and effectiveness of the parliamentary polity in the country in general, but especially the workings of the National Assembly. These key Strategic Issues are respectively elaborated upon in Table 1 and Table 2, which show how the issue in question manifests and what its root causes are.

**Table 1      Strategic Issue 1: Suboptimal Service Delivery**

How the issue manifests	Root causes
<ul style="list-style-type: none"><li>• Low staff morale, satisfaction and performance</li><li>• Poor service delivery and low customer satisfaction</li></ul>	<ul style="list-style-type: none"><li>• Inadequate staff motivation and capacity</li><li>• Lack of a fully-fledged performance management system</li><li>• Absence of the Parliamentary Service Commission</li><li>• Lack of comprehensive mechanisms to improve customer service delivery</li><li>• Lack of communication and advocacy strategies</li></ul>

**Table 2 Strategic Issue 2: Suboptimal Capacity for Lawmaking, Representation and Oversight**

How the issue manifests	Root causes
<ul style="list-style-type: none"> <li>Minimal participation of the public in the legislative process; minimal interest shown by the public in the legislative process</li> <li>Inadequate execution of oversight functions, coupled with the slow pace of implementing oversight recommendations</li> <li>Lack of a clear understanding of the impact of enacted laws</li> <li>No clear separation of power between the organs of the State, and a lack of administrative independence</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources</li> <li>Limited technical capacities amongst MPs, e.g., insufficient skills for scrutinising draft legislation</li> <li>Insufficient levels of coordination amongst legislative bodies in the country</li> <li>Poor public awareness and understanding of the business of Parliament</li> <li>Lack of mechanisms to manage public expectations, and insufficient resources to continually engage citizens</li> <li>The Executive decides on ceiling amounts for the National Assembly to execute their mandate</li> <li>Outdated laws and lack of political will by the Executive to make Parliament fully autonomous from the other organs of the State</li> </ul>

## 3 STRATEGIC PILLARS AND OBJECTIVES

The NASP is implemented through two Strategic Pillars, namely *Promote Good Governance* and *Enhance service delivery*. These two Pillars contain the core areas of performance that the National Assembly will seek to implement effectively and efficiently during the 7<sup>th</sup> Parliament. Each Pillar is manifested by certain Strategic Objectives and interventions that are in line with the National Assembly's Vision and Mission, and collectively constitute its strategic direction and intent.

## 3.1 STRATEGIC PILLAR 1: PROMOTE GOOD GOVERNANCE

The constitutional mandate bestowed on the legislative organ of the Namibian State aims to fulfil three core functions: lawmaking, representation and oversight. These functions are fundamental to the promotion of good governance and therefore constitute a critical ingredient of Namibia's governance framework. Directly related to these three functions are the governance goals of Effective accountability, Transparency and Participation. Through oversight, Executive Directors and their respective OMAs are obliged to remain responsive and accountable to the people of Namibia. Thus, an effective Parliament is vital in securing a stable political environment and responsive system of governance.

Several factors have the potential to impede the smooth functioning of the National Assembly. These include inadequate capacity amongst MPs, which prevents them from performing their duties effectively; inadequate resources to facilitate execution of the National Assembly's mandate; insufficient coordination to facilitate the oversight function; slow implementation of recommendations by OMAs to improve oversight; and low public trust due to failure to manage and meet public expectations.

Effectively fulfilling the constitutional mandate of lawmaking, representation and oversight requires that the abovementioned challenges be overcome, which in turn entails the strengthening of the National Assembly. To this end, the National Assembly established two targeted and substantial Strategic Objectives associated with numerous strategic interventions aimed at overcoming the two Strategic Issues detailed above that impede its effectiveness. These Strategic Objectives and interventions are elaborated upon below:

- Strategic Objective 1.1: Enhance democracy through parliamentary strengthening; and
- Strategic Objective 1.2: Enhance inter-parliamentary collaboration and cooperation.

### 3.1.1 Strategic Objective 1.1: Enhance Democracy through Parliamentary Strengthening

The National Assembly is aware that support for parliamentary strengthening alone is rarely sufficient to achieve and sustain democratic governance, as this is dependent on several related governance efforts complementing each other. These include electoral reform, constitutional reform, political party reform, judicial and legislative reform, and strengthened media and civil society.

As the Legislature, the National Assembly is thus confronted with two (sometimes diametrically opposed) concerns. On the one hand, legislation must be drafted with the utmost care and precision; on the other, Parliament has to adopt Bills timeously. Fulfilling both needs entails striking a balance between speedily passing laws and ensuring their quality.

The National Assembly plays its role in strengthening Parliament and enhancing democracy by collaborating with key stakeholders. During the 7<sup>th</sup> Parliament and through this Strategic Objective, the National Assembly will seek to enhance Parliament's effectiveness and efficiency in optimally executing its constitutional function. It will therefore accelerate its efforts to build capacity amongst MPs and implement the amended Rules of Procedure and Standing Orders to better manage the House and the business conducted by the National Assembly committees.

The interventions specified below, amongst others, will be employed to achieve Strategic Objective 1.1:

- Build MPs' capacity in respect of lawmaking, representation and oversight;
- Manage and administer House business effectively;
- Establish a parliamentary calendar of events;
- Manage and administer committee business effectively; and
- Strengthen the integrity, accountability and transparency of Parliament.

**(a) *Build MPs' capacity in respect of lawmaking, representation and oversight***

National Assembly MPs play a central constitutional role in passing laws, approving budgets, holding the Government accountable for its actions, and making decisions on behalf of the Namibian people. MPs thus need to be equipped to fulfil their constitutional mandate efficiently and effectively. The primary objective of capacity-building is to assist MPs in becoming effective parliamentarians.

The National Assembly acknowledges that several barriers impede such capacity-building. These include limited resources, which in turn lead to inadequate opportunities for building capacity; low drive, a lack of willingness and poor commitment amongst MPs to learn; and MPs' diverse levels of education, experience and understanding. To overcome these challenges, the National Assembly will pay special attention to evaluating MPs' awareness of their responsibilities, promoting their ability to understand their limitations, cultivating a culture of learning amongst them, and continuously seeking to make training and learning opportunities available to them.

The National Assembly also commits itself to ensuring that capacity-building for MPs is conducted systematically. To this end, their capacity-building needs will be assessed, and a tailored development programme will be formulated for them.

The best time to establish new ways of working is immediately after an election. As soon as MPs have assumed their lawmaking role, the National Assembly engages them on the issue of planning and establishing a programme to develop their capacity. These programmes are informed by what knowledge, skills and abilities parliamentarians need to do their jobs effectively; how they learn best; and what assistance the National Assembly needs to ensure that MPs acquire the necessary skills. For example, most MPs prefer to learn by observing other politicians and discussing relevant matters with them. This also



entails incorporating international experience by drawing in politicians from different countries – ideally with political contexts similar to those in Namibia. Thus, a suitable capacity development programme must strike a balance amongst various methods of learning that appeal directly to MPs and ensure that they will be successfully engaged.

With this intervention, the National Assembly seeks to improve MPs' capacity to effectively introduce, scrutinise and review draft legislation. It will also acquaint MPs with the National Assembly's Rules of Procedure and Standing Orders to enhance skilful debate in the House.

**(b) *Manage and administer House business effectively***

The National Assembly is a self-governing organisation that follows certain set procedures in debating and reaching collective decisions. Thus, ensuring that House business is managed and administered as effectively as possible is a task well worth undertaking.

A body of ethics, rules and customs governing National Assembly meetings and other operations constitutes its Rules of Procedure and Standing Orders. These always need to be effective, appropriate, straightforward, fit-for-purpose and sufficient.

To this end, the National Assembly will ensure that its Rules of Procedure and Standing Orders are periodically reviewed and developed – not only to improve its working processes, but also to ensure that they are transparent and comprehensible to MPs and the public. Amendments to the current Rules of Procedure and Standing Orders that were produced during the previous Strategic Plan period will also be discussed and refined with all MPs' involvement during the 7<sup>th</sup> Parliament.

**(c) *Establish a parliamentary calendar of events***

Modern parliaments are crowded sites, and the scheduling of business is essential to ensure that it is conducted optimally. A parliamentary calendar of

events will therefore be developed to include all relevant information regarding both core/formal and peripheral/informal activities in which the National Assembly is engaged.

In addition, the National Assembly will urge OMAs and State-owned enterprises to submit event notices to it in advance. This will allow a timetable for the legislative process to be compiled to determine precisely when, for example, a Bill is to be tabled for discussion and processing by the National Assembly.

**(d) *Manage and administer committee business effectively***

There are currently eight National Assembly committees, with the following portfolios: (i) Economics and Public Administration; (ii) Foreign Affairs, Defence and Security; (iii) Human Resources and Community Development; (iv) Information and Communications Technology and Innovation; (v) Gender Equality and Family Affairs; (vi) Natural Resources; (vii) Public Accounts; and (viii) Constitutional and Legal Affairs. These committees conduct enquiries into issues of national interest on behalf of the National Assembly and are therefore key drivers in improving the National Assembly's capacity to provide effective oversight of the Government.

The National Assembly will therefore review and develop its committees' Rules of Procedure to ensure that they remain effective, comprehensible, unambiguous and fit-for-purpose for the smooth running of committee business. Operations manuals and templates will also be developed from these Rules of Procedure to ensure that they are implemented systematically, consistently and uniformly in the conduct of committee business.

**(e) *Strengthen the integrity, accountability and transparency of Parliament***

The National Assembly has committed itself to demonstrating exemplary standards of accountability and transparency. Furthermore, it will facilitate annual seminars at which best practices on integrity amongst MPs will be disseminated and topical issues related to integrity and corruption will be

debated. Additionally, the National Assembly will publish an annual report on compliance with the specific rules regarding asset disclosure.

### **3.1.2 Strategic Objective 1.2: Enhance Inter-Parliamentary Collaboration and Cooperation**

Cooperation with international parliamentary bodies is critical to establishing a robust National Assembly that is aimed at consolidating peace, stability and prosperity in the country. Inter-parliamentary collaboration (working with others to create something new) and cooperation (working with others for mutual benefit) are also instrumental in strengthening the National Assembly's effectiveness and efficiency. This includes exchanging information, participating in each other's meetings, conducting study visits to other parliaments, working together on special projects and research on various fields of legislation, meeting on issues of common interest with both MPs and experts, and engaging in joint traineeship programmes.

The following intervention is one amongst several to be employed in achieving Strategic Objective 1.2:

#### **(a) *Maintain active engagement with regional and international parliamentary forums***

The National Assembly is a member of several regional and international parliamentary forums. This offers a wide range of membership benefits, including access to advice, guidance, management tools, and information and practices pertaining to parliamentary business. Such memberships provide platforms that enable the National Assembly to benchmark itself against international best practices in respect of improving the democratic culture and landscape in Namibia, both from within and outside the parliamentary system.

The National Assembly will continue to exchange experiences with other parliaments and MPs via platforms such as seminars, workshops and

conferences on, amongst other things, how best to develop legislation, schedule debates, devise a system for legislative information, and ensure that laws are effective.

The National Assembly exists in the information age and within the network of the global community. As such, it will build on the strong international partnerships and links that have already been developed and sustained over time. Specifically, the National Assembly will maintain its close working relationship with inter-parliamentary bodies around the world not only to benefit from such engagements, but also to promote and defend the African agenda in general and Namibia's interests in particular.

The National Assembly will also continue to be an active participant in and committed member of the SADC Parliamentary Forum; the Pan-African Parliament; the Inter-Parliamentary Union; the Commonwealth Parliamentary Association; and the African, Caribbean and Pacific countries–European Union partnership agreement. Additionally, in the spirit of solidarity, the National Assembly will deliberately seek to strengthen its strategic partnerships with other parliaments around mutual interests.

## **3.2**                    **STRATEGIC PILLAR 2:** **ENHANCE SERVICE DELIVERY**

This Pillar is formulated on the premise that the National Assembly needs to embrace a results-oriented strategic management approach to enhance its service delivery. The hallmark of this approach is that it puts effective and efficient service delivery at the very centre.

The drive to enhance service delivery will enable MPs to perform their constitutional mandate more effectively and efficiently. It also enables the National Assembly to serve the general public in a way that will increase their level of satisfaction regarding its service delivery.

To this end, the National Assembly has formulated five targeted and substantial Strategic Objectives. These are associated with numerous strategic interventions that focus on overcoming the two principal Strategic Issues that impede its effectiveness. These Strategic Objectives and their associated interventions are elaborated upon below:

- Strategic Objective 2.1: Improve the organisation, management of procedures, and functioning of the National Assembly;
- Strategic Objective 2.2: Improve access to information, communication with stakeholders, research, and library and ICT services;
- Strategic Objective 2.3: Improve human resources management and business processes for effective service delivery;
- Strategic Objective 2.4: Create a working environment that is conducive to productivity, efficiency and effectiveness; and
- Strategic Objective 2.5: Enhance stakeholder engagement and cooperation.

### **3.2.1 Strategic Objective 2.1: Improve the Organisation, Management of Procedures, and Functioning of the National Assembly**

An effective, well-structured, and well-resourced National Assembly is essential for a vibrant democracy. The 7<sup>th</sup> Parliament therefore calls for a robust, effectively managed and significantly resourced National Assembly to serve it so that it may optimally perform its constitutionally mandated duties of lawmaking, representation and oversight.

Within the NASP's 2023–2027 implementation phase, the National Assembly will accelerate its efforts to implement Strategic Objective 2.1 by executing the following strategic interventions, amongst others:

- Accelerate the establishment of a Parliamentary Service Commission;
- Improve internal processes;

- Establish operational policies and procedures for the National Assembly to function optimally; and
- Improve financial resource management practices.

**(a) *Accelerate the establishment of a Parliamentary Service Commission***

A Parliamentary Service Commission is important for Namibia's two Houses of Parliament because it can equitably streamline the recruitment of professional staff, enforce staff disciplinary action, and promote and transfer staff. Indeed, it is a requirement of the Namibian Constitution that such a Commission be created.

The National Assembly therefore commits itself to establishing the required Commission during the 7<sup>th</sup> Parliament. In line with austerity measures aimed at reducing Government spending and maintaining the public servant wage bill, and cognisant of the prevailing poor economic performance which has been exacerbated by the COVID-19 pandemic, the National Assembly will collaborate with the National Council and other key stakeholders to establish a cost-effective Parliamentary Service Commission.

**(b) *Improve internal processes***

The National Assembly is committed to the ongoing improvement of internal processes to deliver quality service and bridge service gaps identified within its functions. More specifically, the National Assembly will seek to devise mechanisms to strengthen the efficacy of its internal audit as a means of improving service delivery. To ensure that internal audits are effective and independent, the National Assembly can provide dependable and objective assurance that its risk management, governance and internal control processes operate without bias.

Beyond establishing an internal audit programme, a major step towards enhancing the National Assembly's internal audit efficacy will be to institutionalise a quality maturity model. Such a model will not only include a

road map for improving internal audit practices over time, but also define strategies and approaches for implementing and institutionalising quality assurance strategies within the organisation. These strategies are aimed at raising quality from a base level and continuing to improve on it.

**(c) *Establish operational policies and procedures for the National Assembly to function optimally***

The National Assembly is committed to its ongoing efforts to review and develop operational policies and procedures that ensure that it can run smoothly and effectively. Therefore, over the course of the NASP's implementation from 2023 to 2027, all such mechanisms within the National Assembly will be audited, reviewed and/or developed to accelerate operational efficiency, improve quality of service, foster uniformity and excellence in performance, and ensure compliance with regulations and standards.

**(d) *Improve financial resource management practices***

Resources are critical for implementing the NASP. Mobilising adequate funds to meet the stated Strategic Objectives is therefore essential. It should be borne in mind that resource mobilisation is not solely about securing additional resources, but also about taking prudent measures to optimally utilise those that are already available.

The National Assembly is one of several public institutions competing for scarce public funds for its activities and programmes. The National Assembly therefore not only commits itself to using these resources prudently, but also prioritises its projects and activities to achieve maximum benefit from such funding.

Besides Namibian taxpayers' money, other sources of funding include financial assistance from development partners. These funds will also be mobilised systematically for optimal benefit during the NASP's implementation.

### 3.2.2 Strategic Objective 2.2: Improve Access to Information, Communication with Stakeholders, Research, and Library and ICT Services

Strategic Objective 2.2 aims at comprehensively strengthening access to information, communication with stakeholders, data management, digitisation, archiving, ICT services, and related human capacities within the National Assembly. This objective is centred on the National Assembly's need to use technologies such as the e-Parliament platform to modernise the way it functions.

The National Assembly will also apply a holistic approach to this endeavour, with a keen focus on enhancing effective communication and evidence-based decision-making. This entails using data and research findings to establish unique linkages between legislation and research.

To obtain a satisfactory level of quality for all the components targeted by this objective essentially requires the presence of highly qualified and competent staff in the National Assembly's library, research and ICT units. For this reason, included amongst the interventions to be employed to attain Strategic Objective 2.2 are the following:

- Enhance information management practices;
- Strengthen communication efforts;
- Improve research services; and
- Enhance ICT services and deepen their use with a view to establishing an e-Parliament.

#### **(a) Enhance information management practices**

Information is power. For any effective oversight over administration, the National Assembly and MPs need information. They need to be kept abreast



of developments not only in all areas of parliamentary concern, but also specifically in matters appearing before the House or its committees.

MPs need first-hand information and fresh inputs on various subjects of interest to the National Assembly. This includes the activities of OMAs and State-owned Enterprises. Being duly informed not only facilitates the National Assembly's functions of monitoring and evaluating progress, performance and efficiency in OMAs and State-owned enterprises, but also leads to better administrative oversight in general.

Instead of depending almost entirely on published documents (which are often outdated) and other official sources, the National Assembly will instead build its own independent parliamentary information reservoir with a network of feeding and retrieval points. Such a reservoir will be established in partnership with key National Assembly stakeholders.

#### **(b) *Strengthen communication efforts***

The two Houses of Parliament link the Namibian people with the Government. Thus, the National Assembly seeks to create an environment that continues to foster a positive relationship with the media, who play a pivotal role in the National Assembly's success in operationalising and executing its mandate.

The Parliament belongs to the people. To this end, the National Assembly is committed to establishing a stronger rapport between itself and the Namibian people. The National Assembly will therefore create an environment that enables people to feel that they are participants in the decision-making and legislative processes, that their concerns are known to the Government via the National Assembly, and that their voice counts. In other words, the National Assembly will ensure that the public has unimpeded access to it, and that its deliberations and decisions are duly informed by public opinion.

The National Assembly's communication with its stakeholders must be effectively managed to ensure the smooth and seamless flow of information.

Strengthening such communication requires a comprehensive communication and advocacy strategy. To this end, the National Assembly will develop and implement such a strategy as a guiding framework during the NASP's implementation.

**(c) *Improve research services***

The National Assembly's overarching long-term objective is to establish a fully-fledged, professional and non-partisan research centre that undertakes and integrates research work, tapping competencies in key departments within the institution. The National Assembly therefore commits itself to improving the value and contribution of research as MPs engage in parliamentary discourse. The National Assembly will also continue to establish and maintain a strong network with research institutions at national, regional and international levels.

**(d) *Enhance ICT services and deepen their use with a view to establishing an e-Parliament***

ICT presents a significant opportunity to improve National Assembly operations and help present parliamentary business to the public. Leveraging ICT will therefore be one of the critical aspects of this NASP.

The National Assembly is committed to transforming itself into a modern e-Parliament. This entails using the latest ICT for its operational processes and procedures, electronic recordkeeping, information storage, and access to and dissemination of information. During the 7<sup>th</sup> Parliament, the National Assembly will therefore deploy numerous well-devised ICT plans, policies and tools in order to optimally manage parliamentary business.

### 3.2.3 Strategic Objective 2.3: Improve Human Resources Management and Business Processes for Effective Service Delivery

The National Assembly recognises that for the Legislature to operate effectively, Parliament needs to be responsive to changing needs. During the NASP 2023–2027 implementation period, the National Assembly will therefore continue to improve its human resources management and business processes in order to deliver its services effectively and efficiently.

Through Strategic Objective 2.3, the National Assembly commits itself to ensuring that it remains sufficiently resourced with appropriately trained staff, and to continuing to streamline its business processes so that MPs can be provided with effective support services.

Strategic Objective 2.3 is associated with the following interventions, amongst others:

- Strengthen the Capacity Development Programme for National Assembly staff;
- Improve human resources planning practices;
- Institutionalise performance management systems; and
- Enhance knowledge management practices.

#### **(a) Strengthen the Capacity Development Programme for National Assembly staff**

No strategy will be effective in an organisation unless it is systematically implemented by its members; is guided by shared values; and strives for a common goal, vision and mission. An implementation team therefore needs an appropriate skill set, the discipline to act and deliver results, and the tools and resources that will enhance the strategy's implementation.

Against this background, the National Assembly commits itself to strengthening the capacities of its staff members at all levels. Enhanced knowledge and skills will allow National Assembly staff to execute their duties optimally.

The National Assembly will also employ competency-based human resources development practices throughout the process of capacity-building. This will entail establishing a competency model on which the Training Needs Assessment and the Human Resources Development Plan can be based. Additionally, a mentorship and coaching programme will be introduced within the National Assembly to promote a culture of mentorship and the sharing of experience amongst teams and individuals in the workspace.

**(b) *Improve human resources planning practices***

During the implementation of the 2023–2027 NASP, the National Assembly will seek to continually improve its human resources planning practices, not only to ensure the best fit between employees and jobs, but also to avoid staff shortages or surpluses. A critical step in this endeavour is to ensure that vacant but indispensable positions within the National Assembly are filled. This will assist in avoiding any serious human resources shortages that may prevent the National Assembly from attaining the NASP's Strategic Objectives.

**(c) *Institutionalise performance management systems***

The National Assembly commits itself to seeking to cultivate and enhance a culture of performance excellence across the institution. To this end, it will concentrate on two principal efforts aimed at effectively cascading its Strategic Objectives into annual outputs. In the first, such outputs will form part of the National Assembly's Annual Plan, while in the second, the outputs will constitute part of individual operational objectives. These individual objectives will be stated in the Performance Agreements for all staff, which are reviewed every quarter. This will ensure that the National Assembly allocates NASP

targets to the appropriate staff for action, who will in turn ensure that the NASP meets its intended goals and desired outcomes.

The Performance Management System, as prescribed by the Office of the Prime Minister, will be fully rolled out at all levels within the National Assembly. This includes signing Performance Agreements and conducting quarterly performance reviews and annual performance appraisals.

**(d) *Enhance knowledge management practices***

There is a diverse range of knowledge and experience within the National Assembly. Currently, however, it is not properly managed, and consequently, not optimally utilised, shared and leveraged across the institution. This institutional memory risks being lost with employee turnover.

The National Assembly produces a considerable amount of knowledge with the implementation of its various projects, such as the e-Parliament initiative. Some of this knowledge is registered in the form of documents, reports, directives, etc., but part of it is intangible. This intangible component exists by way of experience in relations, skills and insights that remain 'concealed' in the mind. Over the years, the importance of knowledge management in organisations such as the National Assembly has increased, especially with the demand for improved democracy and the proper management of parliamentary business.

The National Assembly is therefore committed to enhancing knowledge management practices within the institution. This will entail promoting the use of intellectual capital (each individual's personal knowledge and experience) and institutional memory (collectively stored knowledge within the institution) in producing and sharing knowledge to achieve the National Assembly's goals. Effective knowledge management practices are expected to motivate National Assembly staff to share their knowledge with colleagues.

The National Assembly will also develop, promote and reinforce a Knowledge Management Policy aimed at creating mutual support for sharing, organising, documenting and using information to achieve its Mission.

### **3.2.4 Strategic Objective 2.4: Create a Working Environment Conducive to Productivity, Efficiency and Effectiveness**

A working environment conducive to productivity, efficiency and effectiveness has been shown to stimulate creativity and innovation. For example, a working environment that is clean and visually appealing can have a great impact on the workforce's performance and frame of mind.

The National Assembly seeks to ensure that its MPs and staff are happy and healthy, and that they enjoy working in the Parliament building. By way of the interventions listed below, this Strategic Objective aims to ensure National Assembly MPs and staff enjoy a modern, healthy and secure working environment:

- Improve the physical infrastructure of the Parliament premises;
- Maintain a clean and healthy working environment; and
- Strengthen the Parliament building's security.

#### **(a) *Improve the physical infrastructure of the Parliament premises***

The National Assembly will continue to renovate and/or maintain the structural integrity and appearance of the Parliament premises in order to provide modern, healthy and secure facilities for its MPs, staff and visitors. The Parliament Gardens will also be kept healthy, secure and functional. The National Assembly will therefore develop and implement a proactive maintenance and renovation schedule and reactive mechanisms during the 2023–2027 NASP period to achieve these ends.

#### **(b) *Maintain a clean and healthy working environment***

Several factors can contribute to a lack of productivity in the workplace. One of these is not having a clean and healthy working environment. A top priority for the National Assembly is to keep its staff happy and healthy. The National Assembly therefore seeks to establish a working environment that is safe, clean and healthy for its MPs and staff, as well as for its visitors. In addition, the National Assembly will establish a supportive environment for establishing a Wellness Programme for its MPs and staff to encourage them to live healthy lifestyles.

The COVID-19 pandemic taught the world to take hygiene and health in the workplace extremely seriously. The National Assembly will therefore continue following applicable national guidelines to prevent the spread of COVID-19 at the workplace.

**(c) *Strengthen the Parliament building's security***

It is critical that National Assembly MPs and staff feel safe working at the Parliament building. However, its physical security infrastructure is outdated and vulnerable to contemporary security threats of all kinds.

Furthermore, the Parliament building is classified as a national heritage site. This classification prevents the National Assembly from altering the building in any significant way, even if that would strengthen its physical security infrastructure.

The National Assembly therefore commits itself to facing these challenges by devising appropriate security measures and mechanisms to rectify existing shortcomings in the systems that protect the physical security of all who work in it.

### **3.2.5 Strategic Objective 2.5: Enhance Stakeholder Engagement and Cooperation**

The National Assembly uses its committee system to involve stakeholders in its lawmaking, representation and oversight roles. More specifically, these committees engage development partners and civil society organisations and

draw on their technical and financial resources to support the National Assembly's work.

As the legislative authority, the National Assembly and National Council have the joint responsibility of bringing Parliament to the people, educating citizens about the role of the Legislature within the country's governance structures, and informing citizens of ways to contribute to the lawmaking process.

The National Assembly therefore commits itself to enhancing its stakeholder engagement and cooperation at all levels during the implementation of this NASP. This will be achieved by employing the following initiatives, amongst others:

- Strengthen stakeholder relations;
- Enhance parliamentary outreach efforts;
- Strengthen efforts to engage children and the youth;
- Involve women, people living with disabilities, and marginalised groups;
- Improve public involvement in lawmaking and oversight; and
- Improve the National Assembly's image.

**(a) *Strengthen stakeholder relations***

The National Assembly commits itself to improving and enhancing its relationships with stakeholders on an ongoing basis to foster their active engagement and collaboration throughout the execution of this NASP. To this end, the National Assembly will develop and implement a Customer Service Charter which will formally state its promise to deliver a high standard of services to its customers. Feedback will also be sought from clients, especially National Assembly MPs, staff and key stakeholders, on the quality of services provided to them.

**(b) *Enhance parliamentary outreach efforts***

The National Assembly commits itself to stepping up its awareness-raising campaigns during this NASP's implementation, particularly as regards



explaining Parliament's important role, the ideals of parliamentary democracy, and how citizens can become involved in the running of the country. Various channels of communication will be used to disseminate campaign messages, including print and online materials published via social media and more traditional channels, as well as flyers posted in the mail.

**(c) *Strengthen efforts to engage children and the youth***

Learning about the role and value of Parliament at an early age can prepare young people to become politically active citizens. Programmes aimed at engaging the younger sectors of society will be conducted virtually or in person, and will include interactions with MPs, simulations of parliamentary processes, and interactive materials tailored to young people. The National Assembly therefore commits itself to continue engaging young people in its programmes, including the Children's Parliament, schools visits to the floor of the National Assembly, student leadership training, and youth debates. The Children's Parliament, in particular, has served to drive the agenda of developing highly responsible young people who understand their responsibilities and duties as citizens of Namibia.

The National Assembly will also seek to improve its level of accessibility by the public. Thus, during the NASP's implementation period of 2023 to 2027, the public will be provided with guided tours of the National Assembly premises, offering historical commentary and education on the role and procedures of Parliament. On request, the public will also be granted an equal opportunity to attend plenary sessions of the National Assembly or its committees. Opening up Parliament to the public in this way will have the effect of informing the public of how the lawmaking body operates and encourage them to engage in the legislative process.

**(d) *Involve women, people living with disabilities and marginalised groups***

The National Assembly will not only redouble its efforts to ensure that women, people living with disabilities, and marginalised groups have full and equal access to Parliament, but it will also strengthen their input in the lawmaking process. Moreover, women MPs, MPs living with disabilities, and MPs from marginalised groups will receive special attention as regards capacity-building and other support in their work.

**(e) *Improve public involvement in lawmaking and oversight***

When citizens become active in the legislative decision-making process, it provides them with a platform to contribute to decisions that impact their lives. Several opportunities exist to engage citizens in this way. These opportunities are coordinated by the various agents responsible for each stage of the lawmaking process. The type of input sought at each stage, and the duties of the agents responsible for obtaining such input, help to determine how to approach citizens appropriately.

The National Assembly commits itself to continually obtaining citizens' direct input to the legislative process. The National Assembly will therefore formulate an effective toolkit of mechanisms to consult, involve and collaborate with citizens. This toolkit will focus not only on mechanisms that inform citizens – which is fundamental to enabling all other forms of effective participation – but also on mechanisms that empower citizens to make decisions themselves, in a process known as direct democracy.

**(f) *Improve the National Assembly's image***

Namibian citizens should know what their parliamentary representatives are doing for them. Thus, deliberate and concerted efforts are needed at a professional level to refine Parliament's image as the legislative authority.

The National Assembly understands that better press and public relations are needed to define Parliament's image more sharply. In this legitimate quest, the

National Assembly will use the latest tools and techniques. It will also harness suitable mass media such as radio, television, video and newspapers to convey a more informative image of Parliament. The focus will be on print and electronic platforms such as social media because of their popularity and extensive audience within the country.

The National Assembly is what its members make it. Thus, MPs play an important role in building and sustaining Parliament's image – whether good or bad. The image of the National Assembly is the combined responsibility of its leadership (to enforce the Standing Orders and Rules of Procedure), its Secretariat (to support MPs in being effective and efficient), and the MPs themselves (to fulfil their constitutional mandate). These three constituent elements of the National Assembly therefore commit themselves, irrespective of political affiliation or personal viewpoint and in the national interest, to cooperate and assist one another in projecting and maintaining a positive image of Parliament, and through their conduct both inside and outside the House, to reaffirm and bolster this positive image.

## 4 CRITICAL SUCCESS FACTORS

The National Assembly will address all the critical success factors identified below to ensure that its Vision, as embodied in this Strategic Plan, is attained and implemented smoothly. These factors are as follows:

- Leadership, commitment and ownership;
- Cooperation and partnership;
- Communication;
- Institutional arrangement;
- Risk assessment; and
- Monitoring, evaluation and reporting.

## **4.1 LEADERSHIP, COMMITMENT AND OWNERSHIP**

To achieve what it sets out in this NASP, the National Assembly needs to inspire its internal and external stakeholders – all MPs and National Assembly staff, customers and partners – and make them feel valued. This requires a committed leadership team with leadership styles that focus on providing guidance, developing mutual trust, and motivating and inspiring all role players to have the desire and commitment necessary for the successful execution of the NASP.

## **4.2 COOPERATION AND PARTNERSHIP**

The NASP's implementation requires an organisational and work culture that values cooperation and partnership. Its governance structure is designed to ensure that the principles of cooperation and partnership are harnessed across the institution. Successful implementation therefore requires close cooperation with all National Assembly key stakeholders.

The National Assembly also bears overall responsibility for the NASP's implementation. In this duty, it will enjoy the synergy derived from leveraging support from its stakeholders. In particular, development partners who have an interest in supporting specific activities, or who already undertake activities or implement projects linked to the Strategic Plan, will be vital during the NASP's implementation phase because of the technical and financial assistance they provide.

## **4.3 COMMUNICATION**

It is imperative that the National Assembly communicates the strategic intent and accompanying action plans to all its key stakeholders, both internal and

external, on an ongoing basis to elicit their cooperation and involvement. All stakeholders need to understand their roles and what is expected of them so that they can take ownership of their respective tasks and commit to performing them with exceptional dedication and success.

Furthermore, successful implementation of the NASP will be dependent on effective public relations efforts. Hence, an important role in the success of the NASP will be engaging the public across Namibia via both traditional private and State-owned media outlets (television, radio, newspapers, etc.), as well as via social media and other electronic platforms.

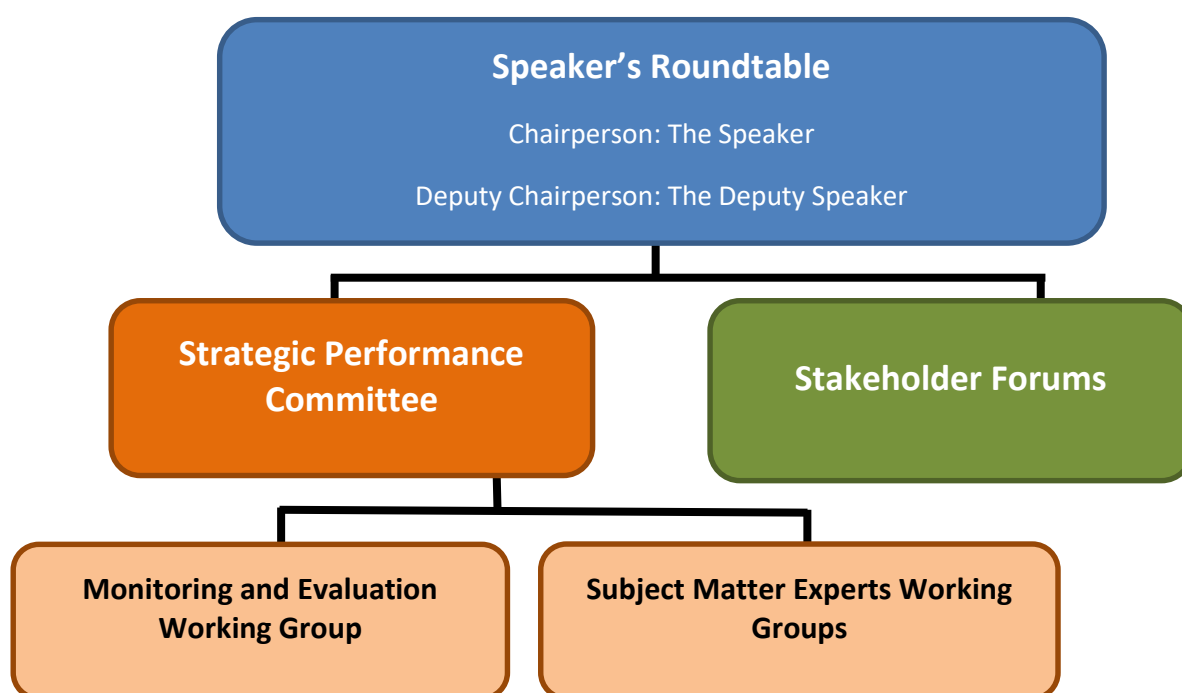
## **4.4 INSTITUTIONAL ARRANGEMENT**

A multi-layered structure is needed to implement this NASP. Such a structure needs to be built on the active involvement and engagement of all key National Assembly stakeholders. The structure also needs to be clearly defined, explicitly indicating exactly what role each stakeholder plays and what their responsibilities are.

### **4.4.1 The National Assembly**

The National Assembly drives the various strategic programmes that fall under the umbrella of the Strategic Plan. Being the NASP's custodian, the National Assembly provides administrative and secretariat services to its governance structure (see Figure 3). This structure comprises the Speaker's Roundtable (SRT), the Strategic Performance Committee (SPC), and Stakeholder Forums. The SPC, in turn, is made up of the Monitoring and Evaluation Working Group (MEWG) and Subject Matter Experts Working Groups.

## Governance of the National Assembly Strategic Plan



### 4.4.2 The Speaker's Roundtable

The SRT provides overarching leadership, direction and strategic advisory services on issues related to the management and implementation of the NASP. The SRT also oversees the work of the SPC.

The SRT is chaired by the Speaker and deputised by the Deputy Speaker. Other SRT members are the Secretary and Deputy Secretary of the National Assembly, the Director of the Office of the Speaker, the Director of General Services, and the Director of Committee Services.

### 4.4.3 The Strategic Performance Committee

The SPC oversees all planning, performance monitoring and reporting related to the NASP. To this end, the SPC is comprised of the MEWG and various Subject Matter Experts Working Groups.

The MEWG oversees the continuous tracking and evaluation of progress in the NASP's implementation. The Subject Matter Experts Working Groups, in turn,

undertake the functions of advocating and promoting the NASP's core programmes and agendas, and of cascading NASP activities to the various Directorate and Divisional Annual Plans.

#### 4.4.4 Stakeholder Forums

The cross-cutting nature of the NASP requires that it is administered within and across the different clusters of stakeholders to ensure that it is smoothly implemented. Stakeholder Forums will therefore be established as the principal conduit for engaging key stakeholders in the NASP's execution.

## 4.5 RISK ASSESSMENT

Several risks threaten the NASP's implementation. The matrix in Table 3 defines these potential risks, ranks them for the degree of threat each poses to success, and indicates how they can be mitigated.

**Table 3 Mitigating the Risks to Implementation**

<b>Risk</b>	<b>Rank</b>	<b>Mitigation</b>
Inadequate and delayed availability of financial resources	High	<ul style="list-style-type: none"> <li>Engage and obtain an early commitment from Treasury for the necessary resources to be available in time</li> <li>Engage development partners with a clear plan on how to support the National Assembly</li> </ul>
Inadequate staff capacity	Medium	<ul style="list-style-type: none"> <li>Recruit additional professional staff or retrain existing staff</li> <li>Build capacity through training</li> </ul>
Negative public perception of Parliament	Medium	<ul style="list-style-type: none"> <li>Issue positive publicity</li> <li>Open up access to Parliament through outreach programmes</li> </ul>

## 4.6 MONITORING, EVALUATION AND REPORTING

The National Assembly recognises the need for comprehensive monitoring and evaluation (M&E) to ensure that the NASP is duly implemented. To this end, it has developed a dedicated M&E Plan (see Annexure 3) which includes the following:

- Continuous quarterly monitoring;
- Regular reporting;
- A mid-term review in December 2024; and
- A terminal evaluation in December 2027, i.e., at the end of the NASP's implementation.

The SPC is directly responsible for implementing the M&E Plan. This duty includes tracking and monitoring the Plan's specified outputs and outcomes and regularly reporting on progress and performance.

### 4.6.1 Continuous Quarterly Monitoring

For the purposes of this Strategic Plan, monitoring consists of the systematic collection and storage of data. Monitoring enables the NASP's activities, strategic initiatives, goals and Strategic Objectives to be reviewed and reported on. A key feature of an effective monitoring process is documenting and storing data in a way that makes it easy for the National Assembly's stakeholders to retrieve and exchange such information. Data on the NASP's progress will be collected throughout the year, therefore, and compiled on a quarterly basis to inform the reporting process.

### 4.6.2 Regular Reporting

Quarterly progress and annual performance reports will be produced throughout the NASP's implementation period. The National Assembly, through the Office of its Secretary, will be responsible for submitting these reports to the Office of the Speaker in accordance with established procedures, i.e., the SPC



will prepare the reports and submit them to the Office of the Speaker through the Office of the Secretary.

Quarterly progress reporting will address the scope of activities implemented, overall progress made, and challenges encountered, and will make suggestions to improve the NASP's implementation. Appropriate templates will be designed for these reports to ensure that they are uniform in approach and of a consistently high quality. Annual performance reports will be based on the quarterly progress reports.

To ensure transparency and accountability, both quarterly progress and annual performance reports will be published on the National Assembly's website.

#### **4.6.3 Mid-term Review in December 2023**

A mid-term review will be conducted in December 2024 to determine the overall progress made in implementing the NASP's activities, i.e., their current status or degree of achievement. The review will also expose any issues that continue to challenge implementation, and it will provide lessons and practical recommendations for the remaining period (2024–2027) of the NASP.

#### **4.6.4 Terminal Evaluation in December 2027**

A terminal evaluation will be carried out in December 2027, i.e., at the end of the NASP's implementation period. This evaluation will assess how many of the NASP's goals, objectives and outcome indicators have been achieved. These findings will be applied as 'lessons learned' in the formulation of the next National Assembly Strategic Plan.

# 5 CONCLUSION

Success is not achieved simply by formulating a good plan – the plan also has to be put into practice. To this end, the National Assembly commits itself to the Strategic Objectives and initiatives stipulated herein with the overall intent of realising its Vision, namely A Democratic and Citizen-centred Legislative Assembly.

The National Assembly is confident that by executing its Mission and establishing and operationalising key structures to support the NASP's implementation, it will achieve its goals and the targets it has set for the 2023–2027 period. The Strategic Plan is characterised by the National Assembly's emphasis on the spirit of working cooperatively with its stakeholders through a shared Vision, for a progressively improved Parliament.

# GLOSSARY

***cascade***

A series of interventions through which an organisational aspect/concept (such as an objective) is passed from higher to lower levels (to units) in a manner applied to each level, ensuring buy-in and resulting in aligned thinking and effort throughout the organisation.

***key performance indicator***

Agreed-upon measure in terms of time, cost, quality or quantity, used to determine (i.e. indicate) effective performance and achievement of an objective. Such indicators make objectives “SMART” (Specific, Measurable, Achievable, Realistic and Time-bound). Key performance indicators, with their targets, are used to assess achievement and indicate progress (or the lack thereof) towards a stated objective. These indicators measure strategic objectives, not initiatives, outputs or activities.

***Mission***

The nature and core purpose of the organisation, based on its legal mandate.

***stakeholder***

Anyone interested in or affected by a venture.

***strategic initiative***

A current and future-oriented activity, project or programme in which the organisation is engaged to help ensure that it meets or exceeds its performance targets. Initiatives drive strategic performance. They are not ends in themselves, but a means by which the organisation achieves its strategic objectives.

***strategic issue***

A problem that stands in an organisation's way, preventing it from achieving its strategic goals. Overcoming it requires the intervention of senior management.

<b>strategic objective</b>	A specific (definable), concrete (measurable), short-term (time-bound) statement of the desired result, condition or accomplishment towards the achievement of strategic and management plans.
<b>strategic plan</b>	A document developed by an organisation to capture the strategically critical issues and strategies involved in attaining its purpose and direction.
<b>target</b>	An agreed, quantifiable performance level or change in level to be attained by a specific date, and often based on benchmarking. A target is also the unit in which each key performance indicator is expressed, e.g. as a percentage, denomination, number, frequency or date.
<b>Vision</b>	The attractive and desired picture of the future organisation in, say, five or ten years, in terms of its likely physical appearance, location, size, image, products/ services/activities, customers, processes, performance, staffing, capacities, etc. A Vision translates a Mission into something meaningful.

# ANNEXURES

## A.1 NATIONAL ASSEMBLY SCORECARD

**Table A.1 National Assembly Scorecard for Desired NDP5 and HPP2 Goals (2023–2027)**

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
<b>PILLAR 1:</b> Promote good governance	<b>Strategic Objective 1.1:</b> Enhance democracy through parliamentary strengthening	Number of capacity-building interventions conducted for MPs	Enhance MPs' knowledge and skills to enable them to execute their constitutional mandate effectively	Absolute	–	–	10	15	25	20	Parliamentary Efficiency	Capacity-building	800 000	<ul style="list-style-type: none"> <li>Committee Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Progress (%) in reviewing the Rules of Procedure and Standing Orders	Measure progress in amending gaps in the National Assembly Rules of Procedure and Standing Orders	Incremental	2020	60	80	100	–	–		Rules of Procedure and Standing Orders	0	<ul style="list-style-type: none"> <li>Office of the Speaker</li> <li>Table Office</li> </ul>
		Number of parliamentary calendar of events established	Develop an annual National Assembly calendar featuring all envisaged events	Absolute	–	–	1	1	1	1		Parliamentary Calendar	0	<ul style="list-style-type: none"> <li>Table Office</li> </ul>
		Number of committee sessions held	Hold annual National Assembly committee sessions	Absolute	–	–	40	56	64	64		Committee Management	0	<ul style="list-style-type: none"> <li>Committee Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Progress (%) in reviewing the Rules of Procedure for committees	Review the Rules of Procedure for managing committee business to make them more effective, comprehensible, unambiguous and fit-for-purpose	Absolute	-	-	1	-	-	-			0	

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
	<b>Strategic Objective 1.2:</b> Enhance inter-parliamentary collaboration and cooperation	Compliance (%) with international/regional parliamentary standard	Comply with the standards set by the Inter-Parliamentary Union, the Commonwealth Parliamentary Association, the SADC Parliamentary Forum, the Pan-African Parliament, the African, Caribbean and Pacific – European Union partnership, etc.	Absolute	–	80	85	90	90	95	Parliamentary Efficiency	Compliance with Standards	2 500 000	<ul style="list-style-type: none"> <li>• Office of the Speaker</li> <li>• Table Office</li> <li>• Committee Services</li> </ul>
		Number of memoranda of understanding signed with national parliaments	Strengthen strategic partnerships with national parliaments around mutual interests and in a spirit of solidarity	Absolute	–	–	–	2	3	4		Parliamentary Collaboration and Cooperation	0	<ul style="list-style-type: none"> <li>• Office of the Speaker</li> <li>• Committee Services</li> </ul>



Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
<b>PILLAR 2:</b> Enhance service delivery	<b>Strategic Objective 2.1:</b> Improve the organisation, management of procedures, and functioning of the National Assembly	Progress (%) in establishing a Parliamentary Service Commission	Fulfil the constitutional requirement of establishing a Parliamentary Service Commission to streamline the recruitment of professional staff, promote staff, enforce staff disciplinary action, and effect staff transfers for both Houses of Parliament	Incremental	2020	45	55	70	80	90	Institutional Capacity	Parliamentary Service Commission	0	<ul style="list-style-type: none"> <li>Office of the Speaker</li> <li>Legal Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Number of operational policies reviewed and developed	Establish and maintain functional operational policies and standard operating procedures for the smooth functioning of the National Assembly, covering risk management, ICT services, training, etc.	Absolute	–	–	2	3	3	2	Operational Efficacy	Process Management	450 000	<ul style="list-style-type: none"> <li>All</li> </ul>
		Compliance (%) with internal audits	Promptly implement recommendations resulting from audit findings	Absolute	–	–	100	100	100	100			0	<ul style="list-style-type: none"> <li>Internal Audit</li> <li>General Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Number of sessions held by the Internal Finance Committee (Budget Committee)	Hold quarterly sessions for reviewing, scrutinising and planning the financial resources of the National Assembly	Absolute	–	–	4	4	4	4	Resource Management	Budgeting	0	<ul style="list-style-type: none"> <li>General Services</li> </ul>
	<b>Strategic Objective 2.2:</b> Improve access to information, communication with stakeholders, research, and library and ICT services	Progress (%) in establishing an independent parliamentary information reservoir	Establish an information reservoir with quick and easy access to a network of feeding and retrieval points that offer relevant information to assist MPs with their work	Incremental	–	–	20	40	60	80	Institutional Capacity	Knowledge Management	600 000	<ul style="list-style-type: none"> <li>Research, Information, Publication and Editorial Services</li> <li>General Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Access (%) to ICT services	Make functional and accessible ICT services and products available to National Assembly MPs and staff	Incremental	2020	60	65	80	90	95	Operational Efficacy	ICT Services	4 500 000	<ul style="list-style-type: none"> <li>Library Services</li> <li>ICT Services</li> <li>General Services</li> </ul>
		Digitisation (%) of parliamentary records	Electronically scan and upload motions, questions, ministerial statements, etc.	Incremental	2020	60	65	75	80	95		Digitisation	0	
		Rollout (%) of the e-Parliament system	Establish the National Assembly as a modern, paperless lawmaking polity	Incremental	2020	40	65	80	90	100		ICT Services	0	

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
	<b>Strategic Objective 2.3:</b> Improve human resources management and business processes for effective service delivery	Execution (%) of the Human Resources Development Plan	Systematically build the capacity of National Assembly staff via a well-formulated and -articulated Human Resources Development Plan to enable them to perform exceptionally	Incremental	–	–	20	50	60	70	Institutional Capacity	Human Resources Development	0	<ul style="list-style-type: none"> <li>General Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Filling (%) of indispensable but vacant positions	Ensure that indispensable but vacant positions within the National Assembly are filled to avoid any serious human resources shortages that may prevent the National Assembly from fulfilling its mandate	Incremental	–	–	70	85	90	95	Institutional Capacity	Human Resources Planning	0	• General Services
		Implementation (%) of the Performance Management System	Improve and cultivate a culture of performance excellence by rolling out a fully-fledged Performance Management System	Incremental	–	–	30	50	70	85	Operational Efficacy	Performance Management System	200 000	• General Services

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Progress (%) in establishing a Knowledge Management System	Promote the use of each individual's intellectual capital (personal knowledge and experience) as well as collective knowledge via knowledge production and sharing to enable the National Assembly to fulfil its mandate	Incremental	–	–	20	70	100		Institutional Capacity	Human Resources Development	300 000	<ul style="list-style-type: none"> <li>General Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
	<b>Strategic Objective 2.4:</b> Create a working environment that is conducive to productivity, efficiency and effectiveness	Execution (%) of the National Assembly's maintenance and renovation programme	Maintain the structural integrity and positive appearance of the National Assembly building, and keep the Parliament Gardens healthy, secure and functional	Incremental	–	–	70	75	85	90	Operational Efficacy	Building and Construction	1 500 000	<ul style="list-style-type: none"> <li>General Services</li> </ul>
		Level (%) of employee satisfaction (%)	Survey the level of staff motivation and morale because highly satisfied staff improve performance and service delivery	Incremental	2020	25	30	40	50	60		Staff Wellness	200 000	



Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Level (%) of security compliance	Implement measures to combat all security threats proactively and reactively within the National Assembly premises	Incremental	–	–	80	90	95	98	Safety and Security	Security	600 000	<ul style="list-style-type: none"> <li>Security and Risk Management</li> </ul>
		Compliance (%) with a clean and healthy environment	Provide a clean and healthy environment to National Assembly MPs and staff as well as visitors	Incremental	–	–	70	80	90	95		Safety	250 000	<ul style="list-style-type: none"> <li>General Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
	<b>Strategic Objective 2.5:</b> Enhance stakeholder engagement and cooperation	Level (%) of stakeholder satisfaction	Survey the accrued rate of stakeholder satisfaction after constantly building new and enhancing existing relationships with stakeholders to foster active engagement and collaboration	Incremental	–	–	75	80	85	90	Customer Relations	Stakeholder Engagement	300 000	• Committee Services
		Number of Joint Parliamentary Committee meetings held	Measure the number of Joint Parliamentary Committee meetings held	Absolute	–	–	–	4	4	4	Operational Efficacy	Stakeholder Engagement	0	• Committee Services

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Number of parliamentary outreach programmes conducted	Undertake annual outreach programmes to involve young people; women and girls; people living with disabilities; marginalised groups; and the public/communities	Absolute	–	–	2	4	5	6	Public Engagement	Outreach	3 500 000	<ul style="list-style-type: none"> <li>• Office of the Speaker</li> <li>• Research, Information, Publication and Editorial Services</li> <li>• Committee Services</li> </ul>
		Positive perception (%) of Parliament by the public	Survey perceptions of the image of the National Assembly as the supreme institution of the people	Incremental	–	–	–	60	–	–	Public Engagement	Public Engagement	400 000	<ul style="list-style-type: none"> <li>• Research, Information, Publication and Editorial Services</li> <li>• Committee Services</li> </ul>

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Number of public submissions	Measure the public's involvement in the legislative process via their submitted inputs	Absolute	-	-	10	30	50	60	Public Engagement	Public Engagement	0	<ul style="list-style-type: none"> <li>Committee Services</li> </ul>
		Number of public consultations with relevant stakeholders	Identify and consult relevant stakeholders to retrieve divergent and quality public input into the lawmaking process	Absolute	2020	20	25	30	35	40			400 000	

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Indicator Defined	Type of Indicator	Baseline		Targets				Programme	Project	Budget (N\$) (Operational Expenditure)	Unit Responsible
					Year	Value	2023/4	2024/5	2025/6	2026/7				
		Number of targeted consultative/ cooperative engagements with civil society organisations	Engage non-governmental and civil society and other professional organisations to contribute to the promotion of democracy in the country	Absolute	2020	4	6	8	10	12	Customer Relations	Stakeholder Engagement	280 000	
		Progress (%) in establishing a Monitoring and Evaluation System	Assess the activities of the National Assembly and those of the Offices, Ministries or Agencies in implementing the recommendations resulting from legislative oversight	Incremental	–	–	40	100	–	–	Operational Efficacy	Monitoring and Evaluation	500 000	

## A.2 STAKEHOLDER ANALYSIS

Stakeholders are an integral and critical component for attaining the National Assembly's Vision, namely, to be *A democratic and citizen-centred Legislative Assembly*. In this role, they share the responsibility of upholding its Core Values and ethical standards. Some stakeholders also perform several functions. In the implementation of its Strategic Plan, for example, the National Assembly relies on their guidance even more. In coordinating and collaborating with stakeholders, the National Assembly expects them to enhance the credibility of its efforts, assist in implementing the interventions central to its work, advocate for change to institutionalise these efforts, and fund and expand them.

In turn, the National Assembly is committed to ensuring that its stakeholders have access to information about its action plan and programmes. This commitment aims not only to sustain stakeholders' involvement, but also to foster their long-term association with the National Assembly and institutionalise meaningful collaboration with them. In pursuit of the National Assembly's Vision and the imperative for stakeholder cooperation, therefore, due cognisance is taken of stakeholders' diverse expectations and needs (see Table A2.1).

As an institution representing the people, the National Assembly finds itself in a fast-changing global environment. In this regard, the National Assembly has a wide range of global partnerships. Political and economic relations and cooperation with other countries are conducted on continental and regional platforms. The National Assembly actively participates in and engages with these platforms through its membership or affiliation. The National Assembly is a member of the following parliamentary bodies, amongst others:

- The Inter-Parliamentary Union;
- The African Union (AU);
- The African, Caribbean and Pacific countries–European Union partnership agreement;

- The Commonwealth Parliamentary Association;
- The Pan-African Parliament;
- The African Parliamentary Union (APU); and
- The Southern African Development Community Parliamentary Forum.

**Table A.2 Stakeholder Expectations and Needs**

Category	Stakeholder	What do stakeholders need from the National Assembly?	What does the National Assembly need from its stakeholders?	What strategies will the National Assembly employ to meet its stakeholders' expectations?
Internal stakeholders	National Assembly Members of Parliament	<ul style="list-style-type: none"> <li>• Efficient technical and administrative support services</li> <li>• A working environment conducive to productivity, efficiency and effectiveness</li> <li>• Physical office space</li> <li>• Capacity-building</li> </ul>	<ul style="list-style-type: none"> <li>• Increased passage of laws</li> <li>• Enhanced quality of draft legislation</li> <li>• Improved quality of debate in the House</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a good working environment</li> <li>• Build capacity continuously</li> <li>• Enhance access to information, communication with stakeholders, research, and library and ICT services</li> </ul>
	National Assembly staff	<ul style="list-style-type: none"> <li>• Staff welfare</li> <li>• Training and development</li> <li>• Safety and security</li> <li>• Good office accommodation/ environment</li> </ul>	<ul style="list-style-type: none"> <li>• Improved employee performance and service delivery</li> <li>• Active collaboration and teamwork</li> <li>• Commitment, high staff morale and loyalty/pride</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a Performance Management System with quarterly reviews</li> <li>• Hold regular staff meetings at the various levels</li> </ul>
	National Council Members of Parliament	<ul style="list-style-type: none"> <li>• Cooperation and collaboration</li> <li>• Timely submission and scrutiny of draft legislation and other communications</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation and collaboration</li> <li>• Timely submission and scrutiny of draft legislation and other communications</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen good working relations and collaboration</li> <li>• Promote joint sitting and planning</li> </ul>
Customers	Offices, Ministries, Agencies, and State-owned Enterprises	<ul style="list-style-type: none"> <li>• Timely debate and scrutiny of policies, laws and budgets</li> <li>• Improved quality and effectiveness of communication on all issues</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of passed policies and laws</li> <li>• Good working relations, cooperation, and timely submission of draft legislation</li> <li>• Efficient and effective implementation of oversight recommendations</li> <li>• Efficient and effective feedback on all issues</li> </ul>	<ul style="list-style-type: none"> <li>• Improve stakeholder relations</li> <li>• Enhance monitoring and evaluation practices to improve accountability through oversight</li> </ul>



Category	Stakeholder	What do stakeholders need from the National Assembly?	What does the National Assembly need from its stakeholders?	What strategies will the National Assembly employ to meet its stakeholders' expectations?
	The public	<ul style="list-style-type: none"> <li>• Effective execution of its role in enacting laws to implement the Constitution</li> <li>• Effective representation</li> <li>• Good governance</li> <li>• Improved legislation</li> <li>• Appropriate utilisation of resources</li> <li>• High-quality service provision</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the democratisation process</li> <li>• Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Improve stakeholder relations</li> <li>• Improve the involvement of the public in legislation and oversight</li> <li>• Enhance parliamentary outreach and promote ideals of parliamentary democracy</li> </ul>
Partners	The media	<ul style="list-style-type: none"> <li>• Free access to information</li> <li>• Timely communication of parliamentary news</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible journalism</li> </ul>	<ul style="list-style-type: none"> <li>• Improve relations with the media</li> <li>• Enhance timely access to information on House business</li> </ul>
	Civil society	<ul style="list-style-type: none"> <li>• Inclusion in the legislative process</li> </ul>	<ul style="list-style-type: none"> <li>• Constructive criticism</li> <li>• Contribution to the legislative process</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance stakeholder relations and collaboration</li> <li>• Enhance democratic governance through the engagement of civil society organisations</li> </ul>
	Development partners	<ul style="list-style-type: none"> <li>• Adherence to the principles of good governance</li> <li>• Growth in democracy</li> <li>• Appropriate utilisation of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the democratisation process through technical and financial support partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen cooperation with development partners</li> </ul>
	Inter-parliamentary bodies	<ul style="list-style-type: none"> <li>• Active participation in international meetings</li> <li>• Implementation of resolutions and domestication of relevant statutes</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity-building for National Assembly Members of Parliament and staff</li> <li>• Adoption of best practices</li> <li>• Contribution to global matters</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen inter-parliamentary cooperation, parliamentary diplomacy, and stakeholder relations and partnership</li> </ul>

## A.3 MONITORING AND EVALUATION PLAN

**Table A.3 Monitoring and Evaluation Plan**

KPI / M&E Activity	Source of Information (Means of Verification)	Data Gathering Methods	Data Use	Frequency	Responsible Unit	Remarks
<b>Key Performance Indicators (KPI)</b>						
Number of capacity-building interventions conducted for MPs	Human resource development (HRD) database	Forms (post-training evaluation)	MP capacity development planning	Quarterly	Directorate Committee Services	This KPI must be directly (as-is) cascaded into the Annual Plan.
% progress in reviewing the Standing Rules and Orders	SRO committee minutes	Process tracking	Analysis and planning	Quarterly	Office of the Speaker	Strategic-level target values for this KPI must be cascaded in Annual targets.
Number of Parliamentary Calendar of Events established	Parliamentary events registered by the Table Office	Forms	Planning	Annually	Office of the Speaker/Table Office	The % progress of developing Parliamentary Calendar of Events for each year must be included in the Annual Plan.
Number of Standing Committee sessions held	Dataset on Standing Committee sessions	Forms	Planning	Quarterly	Directorate Committee Services	Standing Committee Calendar must be developed annually.
Rules of Procedures for committees reviewed	Minutes of Directorate committee meetings; Quarterly progress reports	Process tracking	Analysis and planning	Quarterly	Directorate Committee Services	Strategic-level target values for this KPI must be cascaded into Annual targets.

KPI / M&E Activity	Source of Information (Means of Verification)	Data Gathering Methods	Data Use	Frequency	Responsible Unit	Remarks
Compliance rate (%) with international/regional parliamentary standards	Progress reports	Audit checklist	Analysis and planning	Annually	Speaker's Office, Table Office and Committee Services	An audit compliance list and scoring sheet must be developed and populated, and an audit compliance rate should be computed annually.
Number of MOUs signed with national parliaments	Corporation agreements/contracts	Process tracking	Stakeholder engagement	Annually	Speaker's Office and Committee Services	NA should ensure that all old MOUs and MOAs are activated, and new agreements with critical stakeholders are concluded, and the progress of implementation of such MOUs/ MOAs should be included in the Annual Plan.
% progress in establishing the Parliamentary Service Commission	Joint Management committee meeting minutes and progress reports	Process tracking	Planning and reporting	Biannually	Speaker's Office & Legal Services	NA and NC (Parliament) should act with the necessary political will to create a conducive environment for establishing the Commission.
Number of reviewed and developed operational policies	Joint Management committee meeting minutes and progress reports	Process tracking	Planning	Quarterly	All, but led by the General Services	All critical operations of running the operations of serving the NA must have updated policies and standard operating procedures.

KPI / M&E Activity	Source of Information (Means of Verification)	Data Gathering Methods	Data Use	Frequency	Responsible Unit	Remarks
Internal Audit compliance rate (%)	Internal Audit follow-up reports	Audit checklist	Planning	Quarterly	Internal Audit and General Services	Audit follow-up sessions must be conducted and reports produced to inform the KPI.
Number of sessions held by the Internal Finance Committee	Meeting minutes	Forms	Analysis and planning	Quarterly	General Services	This KPI must be cascaded as-is into the Annual Plan.
% progress in establishing an independent parliamentary information reservoir	Progress reports	Process tracking	Planning	Quarterly	General Services	The activities leading to the establishment of an independent parliamentary information reservoir must be included in the Annual Plan and PAs of responsible personnel.
ICT accessibility rate (%)	ICT roadmap implementation progress	Rating sheet	Planning	Quarterly	Library, Computer Services and General Services	A progress report on the implementation of the ICT roadmap must be submitted.
Digitization rate (%) of Parliamentary records	Parliamentary (Digital) records	Forms	Planning	Quarterly	Library, Computer Services & General Services	A progress report on the digitization rate of parliamentary records must be submitted.
% rollout of the e-Parliament system	e-Parliament Progress Reports	Progress Checklist	Planning & Reporting	Quarterly	Library, Computer Services & General Services	A progress report on the rollout of the e-parliament system must be submitted.

KPI / M&E Activity	Source of Information (Means of Verification)	Data Gathering Methods	Data Use	Frequency	Responsible Unit	Remarks
Execution rate (%) of HRD Plan	HRD database	Forms (post-training evaluation)	HRD planning	Quarterly	General Services	Quarterly updates of Human Resource Development plan must be submitted.
% filling of mission-critical vacancies	HR records	Checklist	HR planning	Quarterly	General Services	The NA must identify mission-critical positions and ensure that they are filled as per the target.
Implementation rate (%) of the Performance Management System	Performance records	Checklist	Performance and HRD planning	Quarterly	General Services	The implementation rate will be determined by quarterly reports.
% progress towards establishing a Knowledge Management System	Progress reports	Process tracking	Planning	Quarterly	General Services	The outputs and activities leading to the establishment of a Knowledge Management System must be included in the Annual Plan and PAs of responsible personnel.
Execution rate (%) of the maintenance and renovation programme for the NA	Progress reports	Process tracking	Planning	Quarterly	General Services	The NA must develop a maintenance and renovation programme for its physical infrastructure, and include programme activities in the Annual Plan

KPI / M&E Activity	Source of Information (Means of Verification)	Data Gathering Methods	Data Use	Frequency	Responsible Unit	Remarks
Employee satisfaction rate (%)	Human resources employee satisfaction reports	Surveys	Planning and reporting	Annually	General Services	The NA must develop an employee satisfaction survey tool, administer it annually and develop annual reports.
Security compliance rate (%)	Security reports	Audit checklist	Planning and reporting	Biannually	General Services	A security audit compliance list and scoring sheet must be developed and populated, and a security compliance rate should be computed annually.
Compliance rate (%) with a clean and healthy environment	Safety reports	Audit checklist	Planning and reporting	Quarterly	General Services	An audit compliance list and scoring sheet must be developed and populated, and a compliance rate should be computed annually.
Stakeholder satisfaction (%)	Stakeholder reports	Surveys	Planning and reporting	Annually	Committee Services	The KPI should focus on assessing the rate of satisfaction of MPs.
Joint Parliamentary Committee meetings held	Meeting minutes	Forms/checklist	Planning and reporting	Quarterly	Committee Services	The Joint Committee meetings are alternately led by the Secretary of the National Assembly and the Secretary of the National Council.

KPI / M&E Activity	Source of Information (Means of Verification)	Data Gathering Methods	Data Use	Frequency	Responsible Unit	Remarks
Number of Parliament outreach programmes conducted	Outreach reports	Checklist	Planning and reporting	Quarterly	Committee Services Services/Division of Information (public relations)	The Office of the Speaker, Members of Parliament and staff members undertake outreach initiatives together with the Public Relations Officer.
Public perception of Parliament rate (%)	Public input	Survey	Planning and reporting	Biennially	Division of Information	A biennial report must be produced by the Division of Information.
% progress in establishing an M&E system	Progress reports	Process tracking	Planning	Biannually	Office of the Secretary	The Division on M&E in the Office of the Secretary will provide biannual reports.
<b>Monitoring &amp; Evaluation Activities</b>						
Quarterly progress review of Annual Plans	Annual Plan quarterly progress review reports	Forms/templates and follow-up interviews	Planning and accountability reporting	Quarterly	General Services	Quarterly reports must be produced based on the performance management system.
Annual progress review of Annual Plans	Annual Plan end-of-year progress review reports	Forms/templates and follow-up interviews	Planning and accountability reporting	Annually	General Services	Annual reports based on the performance management system must be submitted.

<b>KPI / M&amp;E Activity</b>	<b>Source of Information (Means of Verification)</b>	<b>Data Gathering Methods</b>	<b>Data Use</b>	<b>Frequency</b>	<b>Responsible Unit</b>	<b>Remarks</b>
Mid-term review of Strategic Plan	Strategic Plan Mid-term Review Report	Forms, interviews and focus-group discussions	Planning and accountability reporting	After 2/3 years of Strategic Plan execution	Committee Services	An independent analysis on the implementation of the NASP 2023–2027 must be made.
End of cycle review of Strategic Plan	Strategic Plan End of cycle Evaluation Report	Forms, interviews and focus-group discussions	Planning and accountability reporting	At the end of Strategic Plan execution	Committee Services	An independent final analysis on the implementation of the NASP 2023–2027 must be made.



# NOTES

**MOST IMPORTANT:**