



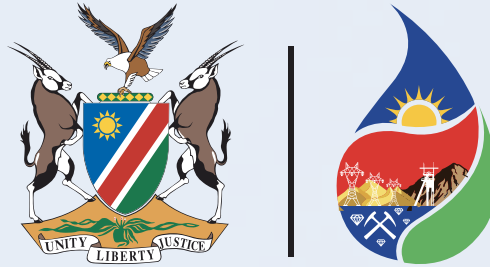
**Ministry of Industries,
Mines and Energy**



Strategic Plan

2025/26 - 2029/30





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Mines and Energy**

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ACRONYMS AND ABBREVIATIONS

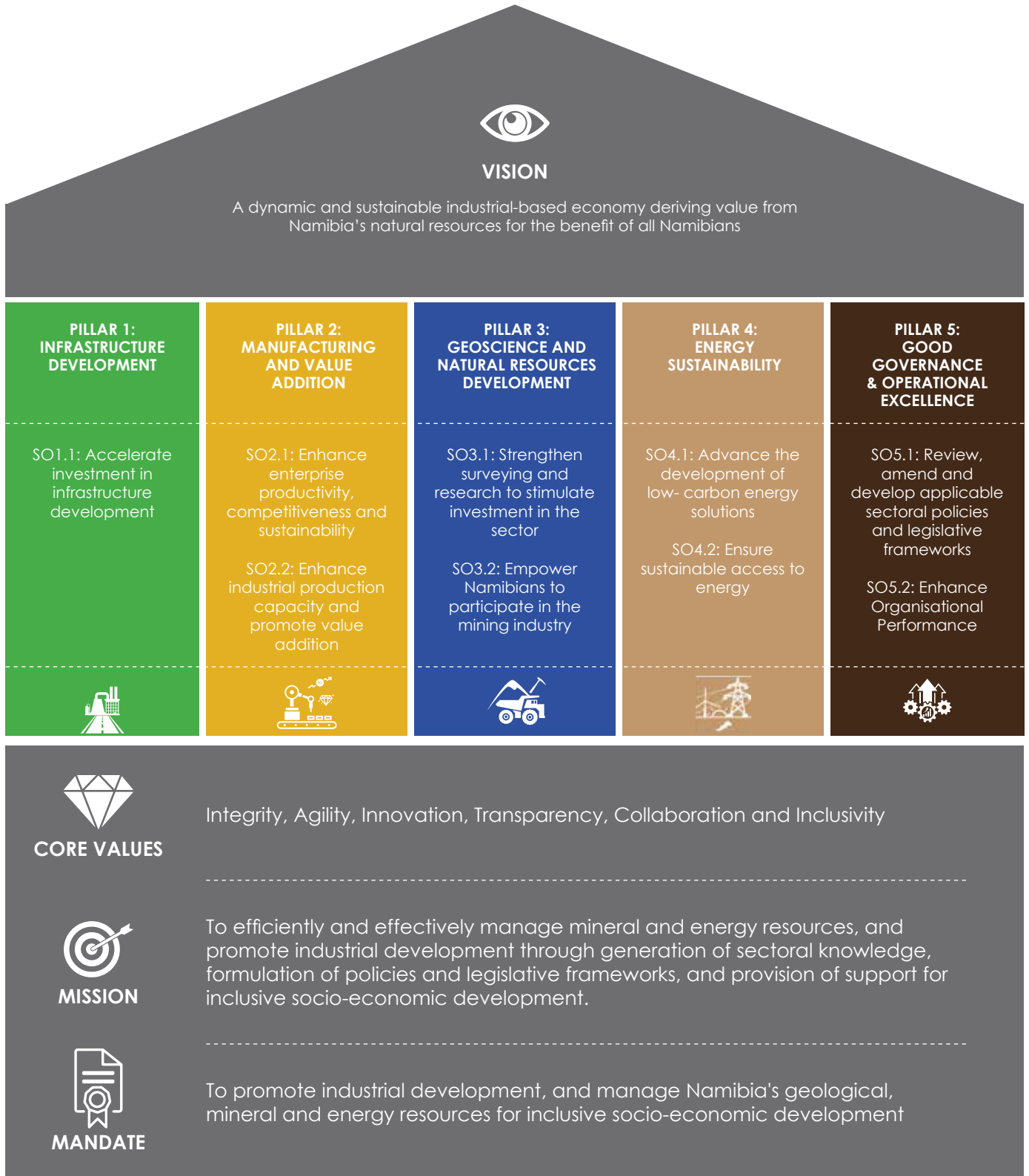
ADPA	African Diamond Producers Association
AFCONE	African Commission on Nuclear Energy
BIPA	Business and Intellectual Property Authority
BGR	Bundesanstalt für Geowissenschaften und Rohstoffe
CoM	Chamber of Mines of Namibia
CTBTO	Comprehensive Nuclear-Test-Ban Treaty Organisation
DO	Desired Outcome (NDP6)
ECB	Electricity Control Board
ED	Executive Director
EPL	Exclusive Prospecting License
GDP	Gross Domestic Product
GSN	Geological Survey of Namibia
ICT	Information and Communication Technology
IT	Information Technology
IPPs	Independent Power Producers
KPCS	Kimberley Process Certification Scheme
MAFWLR	Ministry of Agriculture, Fisheries, Water and Land Reform
MEFT	Ministry of Environment, Forestry and Tourism
MICT	Ministry of Information, Communication and Technology
MIME	Ministry of Industries, Mines and Energy
MIRT	Ministry of International Relations and Trade
MoF	Ministry of Finance
MSME	Micro, Small and Medium Enterprises
MW	Megawatts
MWT	Ministry of Works and Transport
NA	National Assembly
NaCC	Namibian Competition Commission
NAMCOR	National Petroleum Corporation of Namibia
NamPower	Namibia Power Corporation
NAMRA	Namibia Revenue Agency
NC	National Council
NCCI	Namibia Chamber of Commerce and Industries

NDP6	The Sixth National Development Plan
NIDA	Namibia Industrial Development Agency
NOSF	National Oil Storage Facility
NPC	National Planning Commission
NSA	Namibia Statistics Agency
NSI	Namibian Standards Institution
NSDI	National Spatial Data Infrastructure
OMAs	Offices, Ministries and Agencies
OP	Office of the President
OPM	Office of the Prime Minister
PIC	Petroleum Import Coordination
SO	Strategic Objective
SSM	Small-Scale Mining
SRF	Solar Revolving Fund
REFIT	Renewable Energy Feed-In Tariff
Hon.	Honourable Member of the Parliament



STRATEGY AT A GLANCE

Summary of the 2025/26 – 2029/30 for the Ministry of Industries, Mines and Energy



OUR STRATEGIC FOCUS AREA



**INFRASTRUCTURE
DEVELOPMENT**



**MANUFACTURING AND
VALUE ADDITION**



**GEOSCIENCE AND
NATURAL RESOURCES
DEVELOPMENT**

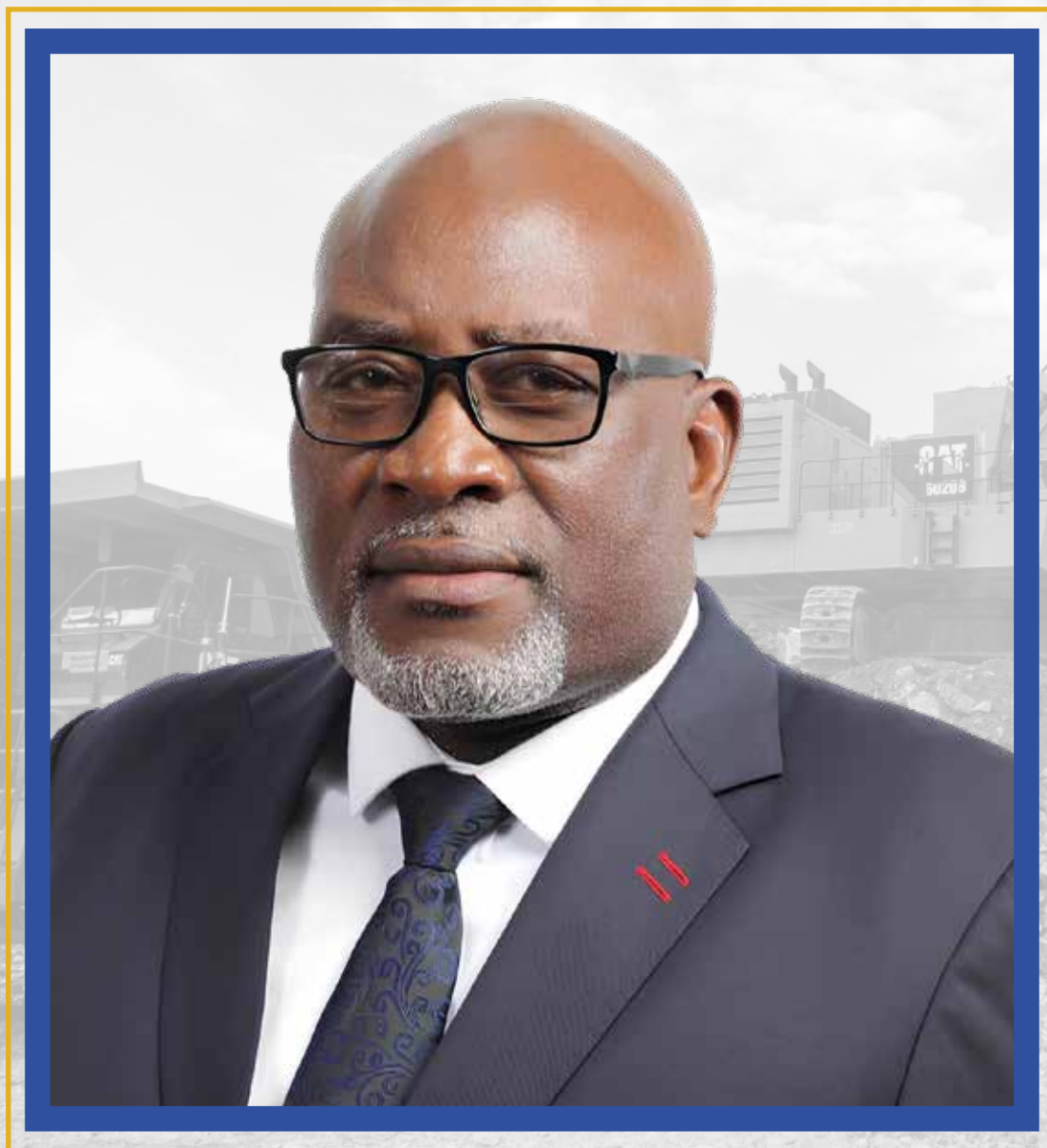


**ENERGY
SUSTAINABILITY**



**GOOD GOVERNANCE
AND OPERATIONAL
EXCELLENCE**

FOREWORD



BY THE MINISTER

HON. MODESTUS AMUTSE

It is my distinct honour to present the 2025/26 – 2029/30 strategic plan for the Ministry of Industries, Mines and Energy. The plan encapsulates our renewed mandate, vision and mission, articulates strategies and sets performance standards on how to achieve our goals. Deliberate efforts were put to calibrate our strategic goals to the national development agenda. The plan which serves as a living tool will drive results, foster innovation, and deliver impact. As such we seek to reposition MIME as a dynamic driver of industrialisation, ensuring that our foundation is reinforced to be impactful and aligned with the developmental aspirations of our people.

The pivotal focus of our strategic plan is to nurture local content and build local capacity in the mineral value-addition, mining and green industries. This deliberate strategic focus is aligned with the vision, articulated by Her Excellency, the President, to empower local businesses and individual citizens to be capacitated in these sectors; to improve the social and economic well-being of our people.

In addition, the strategic plan seeks to support exploration, ensure optimal use of Namibia's natural resources through sustainable mining practices; foster industrial development and value addition. It also articulates our efforts in ensuring energy security and access; promote renewable energy

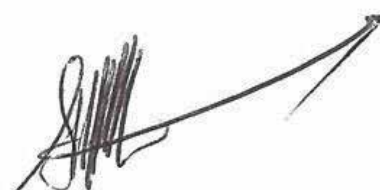
sources. Another main objective reviews our policies to ensure responsible development of our resources and foster a conducive environment for investment to support economic growth and employment creation.

Our commitment to improve our support to Micro, Small and Medium Enterprises (MSMEs), and industrial development through the Industrial Upgrading and Modernisation Programme (IUMP) remains one of the key components of this strategy.

In conclusion, I would like to thank Hon. Natangue Ithete former Deputy Prime Minister and Minister of Industries, Mines and Energy for his leadership and commitment to ensuring the development of the strategic plan.

I urge all stakeholders to embark on this journey of implementation together, remain guided by a shared commitment for excellence, accountability, and service delivery. The future of industrialised Namibia depends on our commitment to implement this strategic plan.

I have every confidence that we are equal to the task.



HON. MODESTUS AMUTSE
MINISTER, MP

ACKNOWLEDGEMENT



BY THE EXECUTIVE DIRECTOR

MOSES PAKOTE

The strategic plan was formulated through a participatory process which entailed several consultation workshops with diverse stakeholders. This provided a mosaic of views that led to a deeper understanding of the issues involved and their proposed strategic solutions. The Ministry plays an important role in transforming Namibia's economy, a dynamic and sustainable industrial-based; that is deriving value from its natural resources for the benefit of all Namibians. Thus, this plan is a shared statement of the way forward and the vision that the Ministry must achieve within the 2025/26–2029/30 execution period.

On behalf of the management of the Ministry, I wish to extend my appreciation to all the people who contributed to the development of this strategic plan.

Firstly, I would like to thank Hon. Natangue Ithete former Deputy Prime Minister and Minister of Industries, Mines and Energy, and the Deputy Minister, Hon. Gaudencia Kröhne for their active support and visionary leadership.

Secondly, I take this opportunity to thank Mr. Ben Nangombe, former Executive Director and Accounting Officer, for his guidance and steering the development

of this strategic plan. I would also like to extend our deep appreciation to Ms. Ester Kaapanda who also served as the Executive Director during the formulation of this strategy and our stakeholders who provided valuable inputs in constructing an implementable document.

Lastly, to the management and staff of the Ministry, your professionalism and tireless collaboration in the endeavour of formulating this plan are highly commendable.

It is vital that our internal actors cascade the strategic goals into operational outputs for inclusion in their annual plans, and for our external stakeholders to align their plans to the needs and priorities articulated in this plan. By doing so, efforts and resources can be leveraged to create synergies and avoid duplication, which will foster the achievement of a common vision.

I thank you all



MOSES PAKOTE
EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

The Ministry is bestowed with the mandate **to promote industrial development, and manage geological, mineral and energy resources for inclusive socio-economic development.** To effectively deliver this mandate, the Ministry embarked on a deliberate effort to formulate a forward-looking Strategic Plan. The process involved consultations with both internal and external stakeholders following the public service Strategic Planning framework as prescribed by the Office of the Prime Minister.

The Office's renewed vision is, **“A dynamic and sustainable industrial-based economy deriving value from Namibia's natural resources for the benefit of all Namibians.”** The vision is backed by the mission, **“To efficiently and effectively manage mineral and energy resources, and promote industrial development through generation of sectoral knowledge, formulation of policies and legislative frameworks, and provision of support for inclusive socio-economic development.”** In the course of executing this Strategic Plan, the Ministry seeks to uphold the values of **integrity, agility, innovation, transparency, collaboration and inclusivity.**

The strategy analysis process led to the identification of the Ministry's Strengths,

Weaknesses, Opportunities and Threats (SWOT factors), and most importantly these factors were deduced to the key strategic issues that this Strategic Plan addresses.

The Ministry's operating environment was assessed to be symptomatic of several issues, including:

- Outdated and unresponsive policies and legislative frameworks;
- Limited capacity building opportunities and limited of specialised skills;
- Unresponsive organisational structure;
- Insufficient ICT infrastructure, system and poor cyber security mechanisms.

The sectoral-level strategic challenges confronting the Ministry were identified to include:

- Insufficient infrastructure;
- Limited power generation capacity;
- Limited access to energy in rural and peri-urban areas;
- Unaffordability of energy;
- Limited value addition;
- Limited control and surveillance mechanisms;
- Slow production of baseline geoscience data/information;
- Tedious process to access land for developmental projects hinders efforts of investment in the sector; and
- Inadequate financial and technical capacity to support MSMEs.



Five (5) strategic pillars and nine (9) strategic objectives were formulated to address these issues as listed in the table below:

Strategic Pillar	Strategic Objective
1. INFRASTRUCTURE DEVELOPMENT	SO1.1: Accelerate investment in infrastructure development
2. MANUFACTURING AND VALUE ADDITION	SO2.1: Enhance enterprise productivity, competitiveness and sustainability SO2.2: Enhance industrial production capacity and promote value addition
3. GEOSCIENCE AND NATURAL RESOURCES DEVELOPMENT	SO3.1: Strengthen surveying and research to stimulate investment in the sector SO3.2: Empower Namibians to participate in the mining industry
4. ENERGY SUSTAINABILITY	SO4.1: Advance the development of low-carbon energy solutions SO4.2: Ensure sustainable access to energy
5. GOOD GOVERNANCE & OPERATIONAL EXCELLENCE	SO5.1: Review, amend and develop applicable sectoral policies and legislative frameworks SO5.2: Enhance Organisational Performance



1

INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND

The Ministry is mandated to promote industrial development and manage Namibia's geological, mineral and energy resources for inclusive socio-economic development. Guided by the vision of a dynamic and sustainable industrial-based economy, deriving value from the country's natural resources for the benefit of all citizens, MIME executes its mission through the generation of sectoral knowledge, and the formulation of policies and legislative frameworks to inform investment. Furthermore, the Ministry administers secure and equitable title systems across the mining, petroleum and energy sectors, enforces safety, health and environmental standards, and provides targeted support for enterprise development and value addition. In addition, the Ministry collects royalties, licenses, permits and other administrative fees to ensure that the nation derives fair value from its natural resources.

The Ministry carry out its functions through several departments or directorates, namely: Directorate of Energy (DE), Directorate of Energy Funds (DEF), Department of Diamond Affairs (DDA), Department of Mines (DM), Directorate of Downstream Petroleum Affairs (DDPA), Department of Geological Survey (DGS), Directorate of Administration Services (DAS), Directorate of Commerce (DC) and Directorate of Industrial Development (DID). Refer to Annex 3 for the elaboration of the specific mandates of each of these units.

1.2 PURPOSE OF THE STRATEGIC PLAN

This plan aims to address strategic issues to steer the Ministry in the direction it plans to be by 2030. It considers the key critical factors, both internal and external, that have a bearing on the Ministry's ability to fulfil its mandate, vision and refocus its programmes to attain the requisite national development goals of the country. The plan will assist the Ministry in planning ahead and enhancing its methods of operation to effectively and efficiently respond to challenges that prevent it from fully executing its mandate.

1.3 PERFORMANCE SYNOPSIS OF THE PREVIOUS STRATEGIC PLAN

1.3.1 Achievements

The achievements of the Ministry for the period between 2016/17 and 2024/25, covering the strategic periods 2016/17 - 2022/23 and the extension period 2023/24 and 2024/25 are presented below:

Strategic Objective: P1.1 Strengthen research and innovation

The Ministry successfully conducted 11 research projects on diverse topics to provide valuable geoscientific insights. Eight distinct innovations were recorded, demonstrating a strong commitment to translating research into tangible assets for economic development. Additionally, the Ministry implemented the national oil and gas production preparedness plan, covering the entire lifecycle from discovery to first oil, which was approved and implemented.

The Ministry successfully upgraded the Landfolio and e-Gov Portals staging and production environments.

Strategic Objective: P1.2 Ensure Sustainable Development of Resources

The Ministry maintained full operation of 10 Sight holders, employing 1,100 Namibians full-time. The Ministry recorded significant investment of N\$70 million in infrastructure and machinery in 2023/24, and expansion by three existing sight holders with new factories in 2024, and continued growth of SPD Holders.

Additionally, the Ministry completed six value-addition projects, and successfully developed the Petroleum Importation Coordination (PIC) system and its implementation has begun.

Strategic Objective: P1.3 Improve energy infrastructure

The local installed generation capacity was increased from a baseline of 484 MW to 734 MW by the end of the strategic period. This expansion was crucial for reducing reliance on electricity imports. Additionally, the national electrification rate increased from a baseline of 34% to a terminal actual of 59.3%. The Ministry successfully electrified 33 schools, 4,606 peri-urban households, and provided electricity access to 596 rural households.

Furthermore, the landmark National Oil Storage Facility (NOSF) was completed and operationalised. All energy prices under-recoveries recorded were subsidised as required. A total of N\$3.1 billion

was used for this purpose over the reporting period. The NEF Diagnostic Report and Asset-Liability Model was developed and approved. The NEF & SRF Financial Policies and Procedures were developed and approved. The SRF Regulations were submitted to the MoJ, and the Memorandum of Understanding (MoU) between MME and NAMRA was developed.

Strategic Objective: P1.4 Ensure Skills Transfer in the Sector

The Ministry signed Service Level Agreements (SLAs) with various training institutions, formalising partnerships for skills development. The Ministry conducted several trainings to its staff members including Secretaries, Personal Assistants, and IT personnel.

Strategic Objective: P1.5 Improve socioeconomic status for citizens in the Mining and Energy Sector

The target of 25% local ownership in mining operations was successfully achieved, exceeding the target of 20% (2016/17 - 2022/23), and 49% Local ownership in mining was achieved vs the target of 15% (2023/24-2024/25). Additionally, seven ML renewals and seven new MLs were issued, and a policy of requiring an additional 5% local ownership in all new mining licenses was issued and implemented. Additionally, the target of 30% local ownership in the energy sector as a required condition under the Power Purchase Agreement (PPA) for the REFit IPP projects was also met, exceeding the target of 20%.



Strategic Objective: P2.1 Mitigate Negative Impact of Resource Exploitation on the Environment

The Ministry developed a comprehensive Mine Closure Framework. A total of 57 abandoned mine sites were assessed across various regions, 44 in 2016/17 - 2022/23 and 13 in 2023/24-2024/25.

Additionally, the Ministry enforce a stringent policy that ensures that all mineral licences issued are subject to the granting of Environmental Clearance Certificates (ECCs) by MEFT. One hundred (100) environmental compliance inspections were conducted at various operational sites including assessment of abandoned mines as per the Master List.

Strategic Objective: P2.2 Promote Environmentally Friendly Energy Solutions

The share of electricity generated from renewable technologies rose from 33 % to 60 % against the targeted 55%. A total of 121MW (in the period 2016/17 - 2023/24) was added from renewable energy technologies through projects developed by Regional Electricity Distributors (REDs) and Independent Power Producers (IPPs). In the period 2023/24-2024/25, 1261 out of 1650 off-grid households were energised.

Strategic Objective: P3.1 Strengthen Stakeholder Engagement to Improve Participation and Cooperation

Various stakeholders of the Ministry were engaged, notably through the Administration of Stakeholder Analysis Network (ASAN) questionnaire. The Solar Revolving Fund conducted

several stakeholder engagements in Erongo, Kunene, Oshikoto, and Oshana on the Green People Energy project. Additionally, stakeholders were engaged on the National upstream local content policy.

Strategic Objective: P3.2 Implement Commitments to Local and International Agreements and Obligations

Namibia successfully honoured its obligations under key international frameworks such as the ADPA (debt payment, policy review contribution), the KPCS (working group participation, questionnaire submissions, assessment contributions), and CTBTO (reporting). Additionally, the Ministry implemented the planned activities under the GSN-BGR Cooperation, and engaged with AFCONE and established deliverables for the EU-Namibia strategic partnership.

Strategic Objective: P4.1 Develop, Consolidate and Amend Fragmented and Outdated Policies and Legislation

The Ministry developed seven new policies, which include; the overarching National Energy Policy; A dedicated Renewable Energy Policy; An Independent Power Producer (IPP) Policy; An internal Acceptable Use Policy for ICT resources; A Disaster Recovery Policy; A comprehensive Security Policy; A Bring Your Own Device (BYOD) Policy. Additionally, significant groundwork was laid for major legislative updates, with the Minerals Draft Bill and Diamond Draft Bill put in place.

The review of Petroleum legislation (upstream and downstream) was initiated; the Electrification Policy is at the finalisation stage and awaiting Cabinet approval, the Electricity Bill was amended and awaits MoJ clearance; and significant progress on Diamond Legislation was achieved, including drafting, stakeholder consultations, and compilation of input.

Strategic Objective: P4.2 Strengthen Monitoring Mechanisms to Improve Compliance

Regular inspections were conducted for Diamond (Precious Stones) Exclusive Prospecting Licenses (EPLs) and mine sites, as well as trading houses and cutting/polishing factories, all executed as per the established plan. The development and diligent implementation of a specific inspection plan for Mine Safety was reported for the period under review. Furthermore, petroleum downstream sites were consistently inspected, including inspections on various Exclusive Prospecting License (EPL) projects and active mine sites. Additionally, the Ministry developed an upstream safety protocol and obtained monthly HSE reports from operators.

The Ministry collected 87% of the revenue estimates. Actual revenue collected from diamond royalties surpassed the projected revenue due to favourable diamond prices per carat and exchange rates. Actual revenue from other minerals royalties also exceeded projections, largely due to the Husab Mine coming into full production.

Additionally, 240 multiple mineral export permits were verified and audited against NamRA records.

The Ministry conducted monitoring and review of diamond security systems, including deployment of inspectors, review of licensee procedures, vessel clearances, and Namdia inspection of premises.

Strategic Objective: P4.3 Enhance Organisation Performance

All four planned key operational processes within Solar Revolving Fund (SRF), Diamond Affairs, Mines, and Petroleum Affairs were successfully re-engineered. The ministerial CSC and BPR committee members were trained. The customer service charter was launched and translated into several local languages, and the Ministry scored 63% in the customer service Charter Audit, and an action plan on the CSC audit recommendation was developed. Furthermore, the Ministry successfully implemented the Online Loan Application system with associated training.

Several key services were automated and made accessible online. Eight ICT projects completed and deployed, with four more in the testing phase. The completed projects include: Restricted Area Permit System (RAPS), Fleet Management System, Land Folio (Petroleum, Mining and Diamond), Diamond On-port, Training Management System, and Intranet. Projects in the testing phase include: Small Scale Mining System, Management Information System, Energy Database, and Leave Management System.



The availability of an in-house system development team enabled faster development.

The Mining data on the Landfolio system was aligned with Natural Spatial Data Infrastructure (NSDI) standards. Additionally, significant progress was achieved in spatial data management, including sensitisation on NSDI policy, completion of SOP drafting guidelines, development/ review of five key operational manuals and guidelines, and the Ministry actively participated in national and inter-agency NSDI forums and workshops.

1.3.2 Challenges


- Budgetary constraints and staff turnover limited the Ministry's ability to successfully implement some projects.
- Accurately mapping the full extent of the Namibian continental shelf proved to be a formidable task.

- Staff Satisfaction surveys were unsuccessful due to non-responsiveness of staff members.
- Lack of legal experts within the Ministry impedes the review process of policies and legislative frameworks.
- Complexities and protracted timelines in the procurement process for necessary consultancy services delayed the implementation of some projects.
- Non-compliance with exploration and production schedules by some operators attributed to adverse market conditions affecting commodity prices and project viability, as well as operational disruptions caused by the COVID-19 pandemic.
- Delays in the timely filling of vacant positions within the Ministry.





1.4 LINKAGES TO NATIONAL POLICY AGENDAS

The Strategic Plan is aligned to national and international development frameworks as articulated in the table below.

High-level Development Agenda	Linkage
 <p>Sixth National Development Plan (NDP6)</p>	<p>The NDP6 programmes are infused in this Strategic Plan by means of cascading the desired outcomes into strategic programmes that are to be actualised in the Strategic Plan period.</p> <p>MIME Strategic Plan contributes to the following NDP6 Desired Outcomes:</p> <ul style="list-style-type: none"> ➔(NDP6 DO 0101) By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth. ➔(NDP6 DO 0102) By 2030, achieve at least 7 percent annual economic growth rate. ➔(NDP6 DO 0103) By 2030, achieve employment rate of 75 percent from 63.1 percent in 2023 ➔(NDP6 DO 0107) By 2030, the percentage share of manufacturing has increased from 10.6 percent to 18 percent. ➔(NDP6 DO 0108) By 2030, green baseload electricity produced from 0.0GWh to 143GWh. ➔(NDP6 0112) By 2030, the nuclear industry's contribution to GDP has increased from 3.2 to 4 percent ➔(NDP6 DO 0113) By 2030, the percentage share contribution of the MSME sector to GDP has increased from 16 to 19.4 percent. ➔(NDP6 DO 0114) By 2030, the number of informal enterprises transitioned into the formal economy has increased to 950 from 310. ➔(NDP6 DO 0119) By 2030, Namibia has increased export of processed minerals from 46.6 to 57 percent. ➔(DO 0123) By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries ➔(NDP6 DO 0128) By 2030, Namibia has a sustainable mix of locally generated energy capacity by increasing installed generation capacity from 734MW to 1153MW. ➔(NDP6 DO 0129) By 2030, Namibia's access to electricity to support industry and household development increased from 59.3 percent to 70 percent.



	<ul style="list-style-type: none"> ➤(NDP6 DO 0302) By 2030, Namibia has reduced its reliance on imported electricity by increasing electricity generated renewable energy sources from 367MW to 700 MW. ➤(NDP6 DO 0303 & DO 0109) By 2030, Namibia has diversified its renewable energy sources creating 30,000 green jobs from 800. ➤(NDP6 DO 0402) By 2030, Namibia has attained 50 percent of integrated statistical and geospatial systems. ➤(NDP6 DO 0407) By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent. <p>Refer to Annex 2 for the detailed description of the linkage of the Strategic Plan to NDP6.</p>
 <p>SWAPO Party Manifesto Implementation Plan (SMIP)</p>	<p>The SWAPO Party Election Manifesto as a formal policy of government informed the formulation of NDP6 in areas of social, economic and governance. The Strategic Plan hence actualises the implementation of the SWAPO Party Election Manifesto Implementation Plan.</p>
 <p>Medium Term Expenditure Framework (MTEF)</p>	<p>The Strategic Plan programmes are linked to the MTEF to ensure that the key objectives and priorities are budgeted for and achieved. The Strategic Plan projects and financial resource requirements are aligned with the resource availability as articulated in the MTEF.</p>
 <p>Sustainable Development Goals(SDGs)</p>	<p>The Sustainable Development Goals (AGENDA 2030) informed the formulation of the Strategic Plan through the application of the sustainable development concept, which includes good governance and environmental issues within sectors.</p>



2

HIGH-LEVEL STATEMENTS



2.1 MANDATE

To promote industrial development, and manage geological, mineral and energy resources for inclusive socio-economic development.



2.2 VISION

A dynamic and sustainable industrial-based economy deriving value from Namibia's natural resources for the benefit of all Namibians.



2.3 MISSION

To efficiently and effectively manage mineral and energy resources, and promote industrial development through generation of sectoral knowledge, formulation of policies and legislative frameworks, and provision of support for inclusive socio-economic development





2.4 CORE VALUES



Integrity

We act with honesty and uphold the highest ethical standards to ensure that every decision, system, and process complies with established rules and regulations.



Agility

We foster a culture of continuous improvement and embrace changes to meet the evolving demands of our stakeholders.



Innovation

We pursue creative solutions by transforming challenges into opportunities for value creation.



Transparency

We are open in our operations and welcome constructive feedback to foster trust and accountability.



Collaboration

We work with all our stakeholders towards a common goal.



Inclusivity

We render our services equally to all and cultivate an environment where every individual feels valued, respected and empowered.





3

ENVIRONMENTAL SCANNING



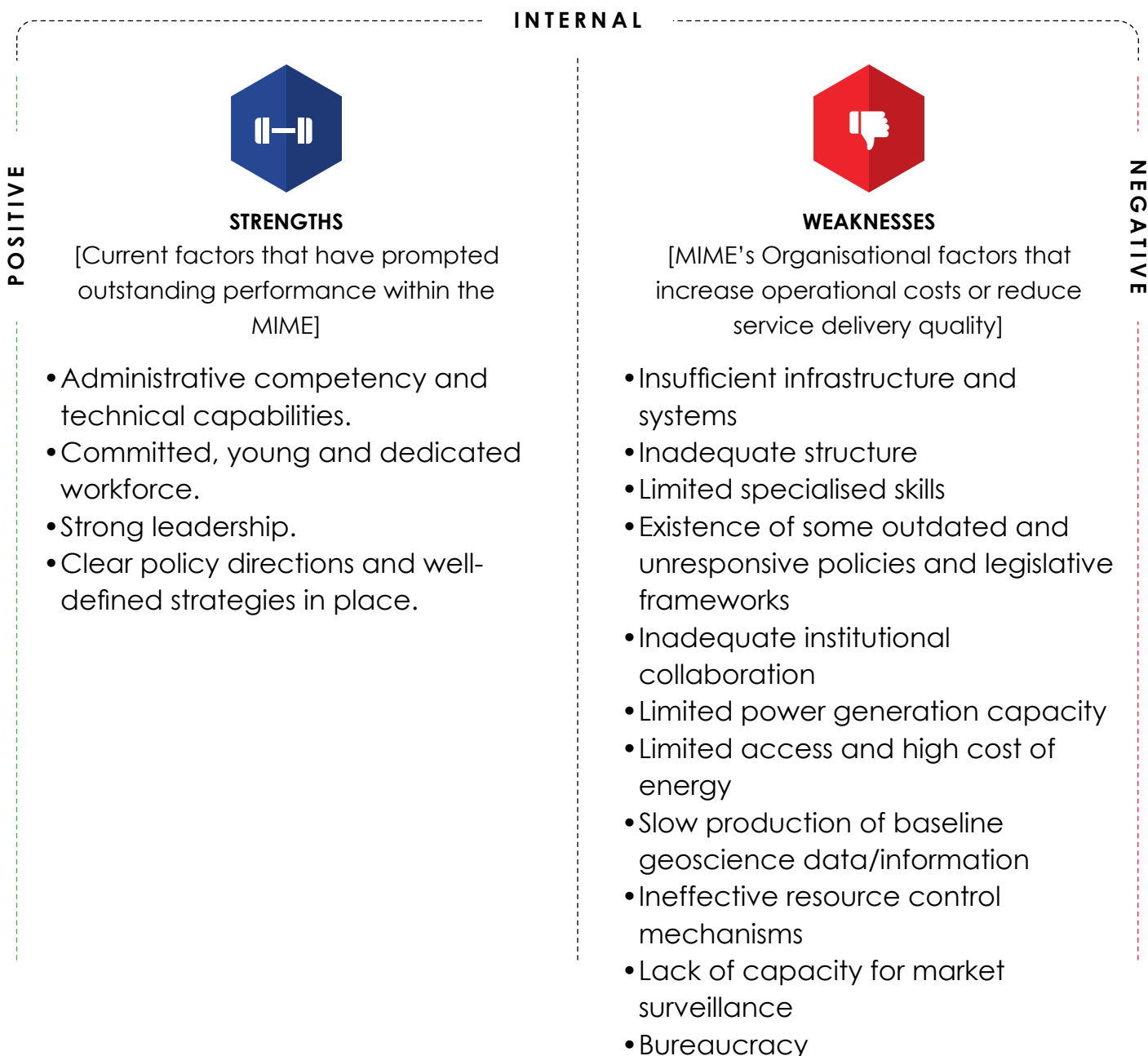
The strategic direction and principal orientation of this Strategic Plan are grounded on a sound understanding of the status quo of the environment in which MIME operates.

Leading to this, consultative and participatory methods were used to assess the internal and external environmental factors to collect divergent views and relevant information to facilitate the process of obtaining a realistic snapshot of the strengths and weaknesses, as well as a more profound understanding of the reasons behind those strengths

and the root causes of the weaknesses. Equally, opportunities and threats were assessed thoroughly to give a complete 360-degree view of these factors. These factors are summarised using the SWOT model presented in the section that follows.

Derived from these factors are the strategic issues that this plan was deliberately crafted to address by formulating fit-for-purpose and actionable strategies.

3.1 SWOT ANALYSIS





OPPORTUNITIES

[External factors that the MIME can engage to overcome threats]

- Existence of abundant natural resources including renewable mineral commodities
- Peaceful political environment
- Strong stakeholder relations
- Well-established transport infrastructure and services
- Existence of a legal framework
- Latitude for industrial development, value addition and commerce
- Exploitation of optimal utilisation of renewable energy
- High demand for energy
- Vast regional and international markets
- Green energy synergy with oil and gas
- Low-carbon energy resources (nuclear, green hydrogen etc)
- Optimal exploitation of ICT evolution



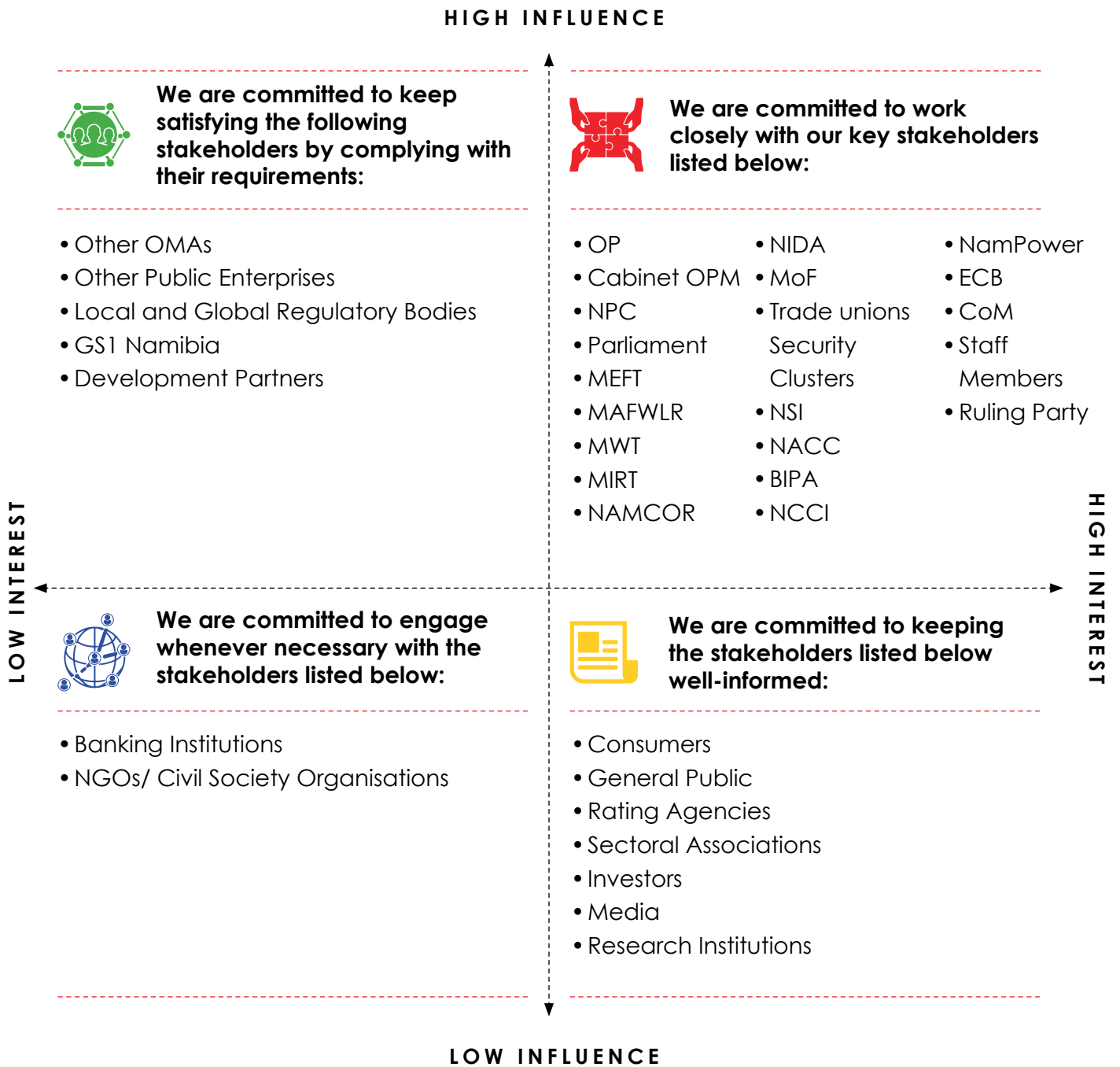
THREATS

[External factors that could negatively affect MIME's performance]

- Adverse effects of climate change
- Commodity price volatility, inflation and fluctuation of exchange rates
- Geopolitics
- Laboratory-grown diamonds
- Outbreak of pandemics
- Lack of government-wide performance reward system/ framework
- Tedious process to access land for developmental projects
- Absence of an institution to safeguard domestic industries
- Energy transition
- Environmental activism
- Subscribing to restrictive international treaties

EXTERNAL

3.2 STAKEHOLDER ANALYSIS



**Note: A Detailed Stakeholder Analysis Is Attached In Annex 1.*





4

STRATEGIC ISSUES



This Strategic Plan addressed the following key strategic challenges:

1. **Insufficient infrastructure:** The current infrastructure is limiting progress in advancing efforts in the mining and energy sectors and enterprise development. Some remote mining areas lack adequate infrastructure, increasing operational costs and logistical challenges.
2. **Outdated and unresponsive policies and legislative frameworks:** There are existing policies and legislative gaps that do not allow the Ministry to execute its mandate fully.
3. **Limited generation, limited access and affordability of power:** This issue is threefold as elaborated below.
 - Low power generation capacity, in the country leading to dependence on energy imports which is defeating the aspirations of energy security. Namibia is experiencing challenges in meeting its local energy demand due to insufficient local generation. The country has immense potential in renewable energy, yet the lack of sufficient transmission capacity and grid stability concerns prevent these resources from being effectively harnessed.
 - Low access to energy in rural and peri-urban areas: Namibia's energy sector faces challenges shaped by its geographic barriers, infrastructural constraints, and resource constraints. The country's sparse population and vast land area make expanding grid access to remote regions difficult and costly.
4. **Limited Control and Surveillance Mechanisms:** Ineffective natural resource control mechanisms leading to losses in revenue for the state.
5. **Slow production of baseline geoscience data/information to improve knowledge of resources:** Namibia possesses a considerable body of geoscience data in specific areas; however, the majority of the country remains insufficiently mapped. Even where mapping has occurred, more comprehensive detail is required to assess mineral potential better.
6. **Commodity price volatility:** Fluctuating prices in the commodity market influence financial returns and challenge the sustainability of energy security.
7. **Land Access Challenges:** The lengthy and complex process of securing land for development projects discourages investment and slows progress in the sector.

Long distances from the existing transmission grid impede rural electrification, leaving many communities without reliable power. This geographic barrier limits access to electricity and increases the cost of extending infrastructure, making rural electrification a financially daunting task.

- Affordability of energy: One of the primary reasons for low electricity utilisation is affordability. Even in areas with electricity access, high tariffs often make energy unaffordable for households, small enterprises, and farmers, limiting usage primarily to basic lighting and infrequent appliance operation.



8. Limited Support for MSMEs: The sector lacks sufficient financial and technical resources to effectively support the growth and sustainability of micro, small, and medium enterprises (MSMEs).

9. Sub-optimal institutional performance.

The following problems characterise this issue:

- Unresponsive structure: The structure of MIME is limiting the Ministry from effectively delivering its mandate;
- Institutional operation silos: characterised by a lack of adequate collaboration, ineffective communication and information sharing;
- Bureaucracy: Delays and operational inefficiencies within MIME hinder effective service delivery and slow down sectoral development.
- Limited skills in specialised field: There are limited skills in some specialised areas in the industries, energy, mining and geoscience, which hamper the performance of the Ministry to effectively and efficiently deliver services.

10. Untapped regional and international markets and agreements: There exist several bilateral and multilateral agreements that are underutilised.

11. ICT and Security Limitations: The lack of robust ICT systems and effective cybersecurity controls undermines operational efficiency and data protection.

12. Untapped regional and international markets and agreements: Existing bilateral and multilateral agreements are not fully leveraged, resulting in missed opportunities for regional and global market integration.

13. Limited Value Addition and Processing Constraints: Namibia continues to export the majority of its minerals in raw form, missing critical opportunities for industrialisation, job creation, and economic diversification. Limited investment in local processing is hindered by challenges such as power and water constraints, policy misalignment, inadequate infrastructure, existing off-take agreements and a shortage of local expertise, particularly for emerging minerals like lithium, silicon, and rare earth elements.

14. Environmental Degradation:

Mining activities contribute to land degradation, water pollution, and loss of biodiversity.





5

STRATEGIC PILLARS & OBJECTIVES

The Strategic Plan is implemented through Strategic Pillars and several Strategic Objectives as presented below.

Strategic Pillar	Strategic Objective
1. INFRASTRUCTURE DEVELOPMENT	SO1.1: Accelerate investment in infrastructure development
2. MANUFACTURING AND VALUE ADDITION	SO2.1: Enhance enterprise productivity, competitiveness and sustainability SO2.2: Enhance industrial production capacity and promote value addition
3. GEOSCIENCE AND NATURAL RESOURCES DEVELOPMENT	SO3.1: Strengthen surveying and research to stimulate investment in the sector SO3.2: Empower Namibians to participate in the mining industry
4. ENERGY SUSTAINABILITY	SO4.1: Advance the development of low-carbon energy solutions SO4.2: Ensure sustainable access to energy
5. GOOD GOVERNANCE & OPERATIONAL EXCELLENCE	SO5.1: Review, amend and develop applicable sectoral policies and legislative frameworks SO5.2: Enhance Organisational Performance

The sections that follow further elaborate on the above strategic pillars and objectives.

5.1 PILLAR 1: INFRASTRUCTURE DEVELOPMENT

The Ministry seeks to facilitate the process of increasing investment in infrastructure development in the country to support the growth of industries, and mines and energy sectors. Working with an array of stakeholders, the Ministry seeks to advance infrastructure development efforts in the areas of power production and distribution; energy storage and transportation; secure storage facilities for precious minerals; geoscientific facilities; testing laboratories; and value addition and processing facilities. These investments will accelerate economic growth, attract investment, create employment and enhance the country's competitiveness.

The following strategic objective and its accompanying initiatives are devised under this pillar:

5.1.1 Strategic Objective 1.1: Accelerate investment in infrastructure development.

Infrastructure development is crucial for both mineral and energy development, as it enables the extraction, processing, and distribution of resources while also

supporting economic growth and social development. Additionally, they play a crucial role in supporting industrial development by providing the essential systems and facilities that allow industries to operate efficiently and grow.

However, there is insufficient infrastructure in the country for advancing sustainable development in industries, mining and energy sectors. The lack of sufficient infrastructure in various remote mining locations results in increased operational expenses and logistical constraints. The Ministry is committed to creating an environment that promotes increased investment in infrastructure to accelerate enterprise development and growth of the mining and energy sectors in the country.

The Ministry aims to ensure the following:

- Mines and industrial zones are connected to the national transportation network to facilitate the movement of raw materials, goods, and people;
- Development and expansion of power plants to meet the

growing energy demands of industrial and mining operations, and improve power grids to deliver electricity reliably;

- Establishment of renewable energy infrastructure to diversify the energy mix and reduce reliance on fossil fuels;
- The provision of infrastructure like land and physical buildings, utilities and support services to designated areas for industrial development;
- Establishment of mineral processing facilities (plants and factories) to add value to resources before export, creating more jobs and revenue;
- Enhancement of geoscience infrastructure to improve knowledge of Namibia's geology, including the continental shelf, to promote investment in the mining and energy sectors.



Key Strategic Initiatives

During the execution period of this Strategic Plan, the Ministry is committed to implementing the strategic initiatives elaborated below:

Establishment of a Petrochemical Testing Laboratory

Namibia needs to ensure the integrity of all petroleum products through fuel quality and fuel quantity verifications and testing. The Ministry is committed to introducing fuel integrity regulations and mandating the Namibian Standards Institution (NSI) as the competent authority to conduct fuel quality and quantity

verifications and testing. This will ensure that the country does not lose revenue through undeclared fuel volumes, as well as ensure the health, safety, security, and environmental protection.

Development of an onshore petroleum supply base

Namibia faces the challenge of limited infrastructure capacity at



its onshore petroleum supply base. The Ministry will ensure that onshore petroleum supply bases are in place to provide a nearby petroleum logistical hub to reduce transportation time and costs for equipment, fuel, personnel, and materials; minimise operational expenses and support economies of scale; build local capacity and reduce dependency; create employment; promote skills transfer; and enable local business participation in the petroleum value chain.

To this end, the Ministry is committed to facilitate the construction of core infrastructure such as jetties and access roads; ensure the availability of land and utilities to support base operations; provide necessary licenses, permits, and regulatory frameworks to enable the construction and operation of the supply base; attract private sector investment; enhance local participation by ensuring that local businesses benefit in the oil and gas supply chain. The development of the onshore petroleum supply base will improve operational efficiency in the oil and gas sector, increase local content and job creation, capacity building and skills development, and economic growth and industrial development.

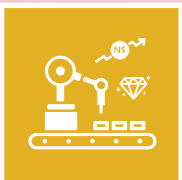
Development of inland petroleum fuel depots

There is insufficient fuel storage capacity in the country, especially outside of Walvis Bay, which is becoming increasingly congested with fuel trucks, causing damage to national roads. The Ministry is committed to allocating funds and supporting private sector initiatives to ensure that old depots are revamped and new oil depots are built at strategic locations throughout the country. This will contribute to ensuring the security of fuel supply as well as the decongestion of Walvis Bay and the safeguarding of the national road network.

Accelerate the construction and upgrading of geoscientific infrastructure.

Namibia has and continues to accumulate voluminous geoscience data from various sources, which require secure storage and safeguarding through the construction and upgrading of geoscience infrastructure. Therefore, the MIME is committed to mobilising resources for infrastructure development to facilitate the construction of new seismic stations, and upgrading of geoinformation systems, laboratories and core storage facilities.

This initiative will go a long way to improve geoscience data accessibility, competitiveness in mining investment, and nationwide monitoring of seismic activities.



5.2 PILLAR 2: MANUFACTURING AND VALUE ADDITION

Manufacturing involves transforming raw materials into finished goods, a process that inherently adds value. Through this pillar, the Ministry seeks to accelerate its efforts of ensuring that raw materials are processed in the country into finished goods through a process of value addition to create higher-value products that will create employment opportunities and boost economic growth.

The following Strategic Objectives and their accompanying initiatives are devised under this pillar:

5.2.1 Strategic Objective 2.1:

Enhance enterprise productivity, competitiveness and sustainability.

The manufacturing sector plays a vital role in the national economy, with its growing contribution to GDP and its potential to drive domestic value addition. However, the Ministry faces constraints in financial and technical capacity to adequately support MSMEs in advancing enterprise development. Aligned with the National Industrial Policy and NDP6, the Ministry is committed

to strengthening enterprise productivity and competitiveness while ensuring greater integration of the manufacturing sector into the broader economy. To this end, the Ministry aims to increase resource allocation and capacity-building efforts to help enterprises optimise operations, reduce waste, adopt sustainable and ethical practices, and foster innovation—ultimately enhancing their productivity, resilience, and global competitiveness.



Key Strategic Initiatives

The Ministry will implement the following initiative during the strategic period to enhance the productivity, competitiveness, and sustainability of enterprises in the country.

Remodelling (turnaround) of existing MSME and industrial parks into processing hubs

Overall, existing industrial development infrastructure in the country—particularly MSME parks—remains significantly underutilised. To address this challenge, the Ministry is committed to transforming these MSMEs and industrial parks into productive processing hubs. As part of this effort, the Ministry will undertake a comprehensive mapping and feasibility assessment of current

infrastructure and, based on the findings, propose targeted initiatives to optimise its use. This process will be carried out in collaboration with NIDA, which manages several of the facilities, while the MIME will provide strategic policy direction. The initiative aims to maximise infrastructure utilisation, ensure cost recovery through rehabilitation and remodelling, and align with the goals of NDP6 and the SWAPO Party Manifesto.

5.2.2 Strategic Objective 2.2: Enhance industrial production capacity and promote value addition.

Local value addition in the manufacturing, energy, and mineral sectors remains limited. To address this, the Ministry is intensifying its efforts to foster industrial growth by promoting value addition to locally produced goods and the beneficiation of natural resources, thereby strengthening sustainable

domestic value chains. In pursuit of this goal, the Ministry aims to collaborate closely with stakeholders to develop enabling policies that attract investment in value addition, enhance coordination with key industry actors, address critical issues such as power and water supply, and revise off-take agreements to support the stocking of certain products.



Key Strategic Initiatives

Several Strategic Initiatives were devised to enhance industrial production capacity and promote value addition in the country, as elaborated below.

Formulate, adopt and implement the Mineral Beneficiation Policy.

There is limited policy guidance to achieve the country's local mineral value addition ambition. Therefore, the Ministry is committed towards the formulation, adoption and implementation of the National Mineral Beneficiation Policy. This policy will be a national guideline and will highlight principles that will guide local mineral beneficiation to contribute to industrialization and economic development.

Upgrading of the current Diamond Valuations office.

The Diamond Valuations Office is not well-equipped and adequately secured to execute its functions effectively. The MIME is committed to upgrading this important office by equipping it with modern technology and machinery, and improving the

Diamond Valuation room's security, health and safety systems.

The aim is to create a conducive environment with world-class machinery and equipment for EPL Holders, small miners, as well as Diamond dealers to sort and value their diamonds. Such upgrades will ensure that Diamond valuation and sorting will be conducted in a safe and secure environment.

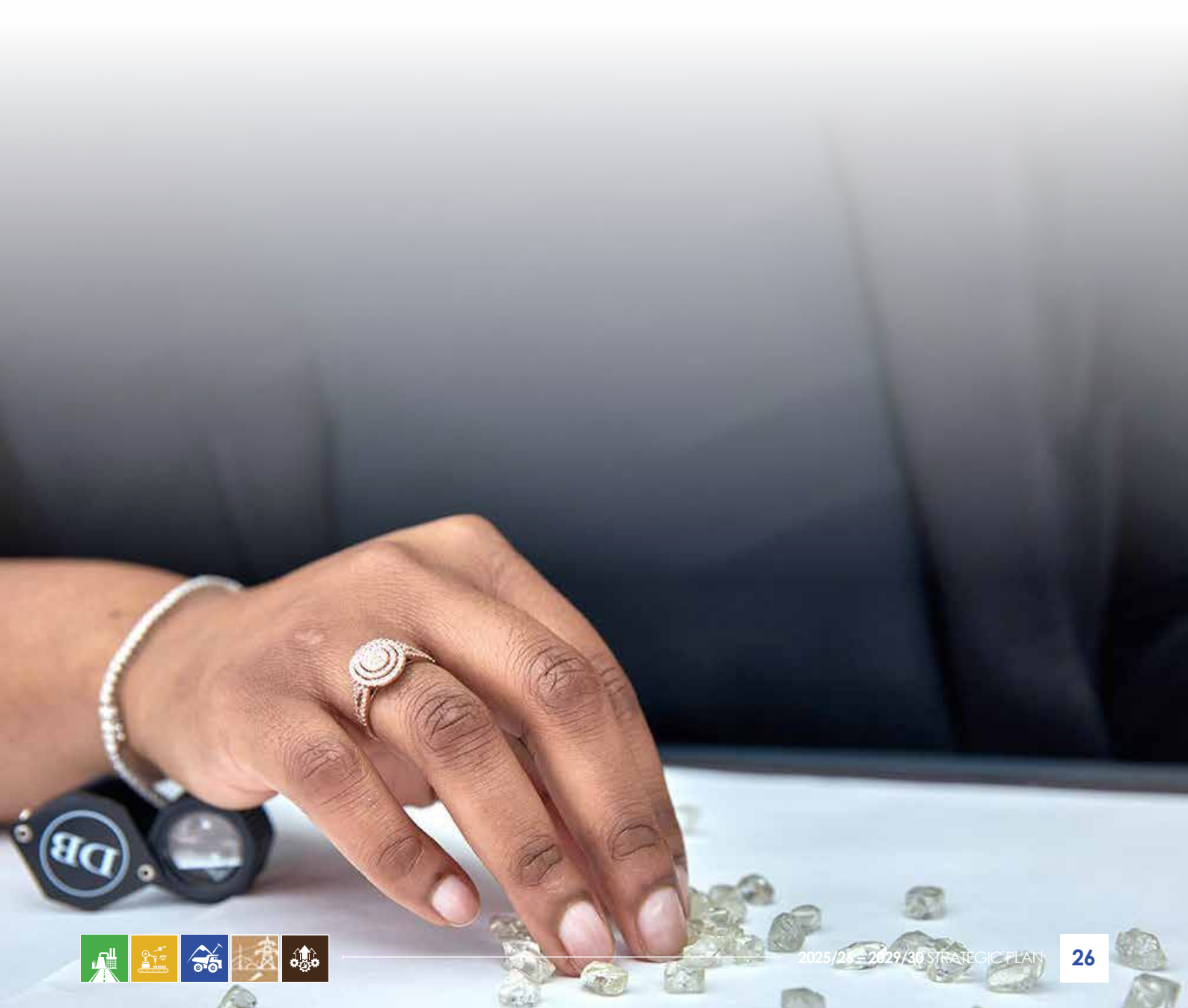
This initiative will ensure that government Diamond Valuers have a safe space to conduct diamond valuations with modern technology, which will, in turn, ensure that correct royalties are collected for the state. Furthermore, through improved security and recording systems, all diamond activities will be correctly recorded for future inquiries and improve traceability.



Increasing the number of Diamond manufacturing companies in Namibia (polishing rough diamonds)

Namibian participation in diamond manufacturing—particularly in the polishing of rough diamonds—remains limited. Key barriers to entry include a shortage of specialised skills, high capital requirements, and limited access to rough diamonds for local processing. To address these challenges, the Ministry is committed to expanding opportunities for Namibians to establish diamond

manufacturing businesses. Central to this effort is the need for MIME to negotiate more favourable terms with key stakeholders, including De Beers Group and Namdia, to ensure increased local sales of rough diamonds. Enhancing access and supply to local manufacturers will not only promote domestic value addition but also contribute significantly to job creation and broader wealth generation for Namibians.





5.3 PILLAR 3: GEOSCIENCE AND NATURAL RESOURCES DEVELOPMENT

Through this pillar, MIME seeks to promote systematic understanding, sustainable utilisation, and responsible use of Namibia's diverse resources for the economic advancement of the country.

Improving the knowledge of Namibia's geology plays a crucial role in developing and promoting investment in the mining and energy sectors in Namibia.

The following Strategic Objective and its accompanying Initiatives are devised under this pillar:

5.3.1 Strategic Objective 3.1: Strengthen surveying and research to stimulate investment in the sector.

There is a lack of adequate geological knowledge and baseline data on Namibia's natural resources. This problem is a result of slow production of baseline geoscience data and information due to limited funding and capacity to conduct field observations, geological surveys, and research. This data and information form the foundation for understanding and managing Namibia's resources and environmental processes, thereby

facilitating the country's sustainable socio-economic advancement.

The Ministry is committed to strengthening the foundational knowledge base and enhancing the technological capacity within the mining and energy sectors, recognising these as critical enablers for sustainable development and investment. This approach provides knowledge of Namibia's geology, including the continental shelf, to support the exploration and management of natural resources sustainably, while mitigating environmental impacts.



Key Strategic Initiatives

In alignment with the issues identified under this strategic objective, several strategic initiatives have been recognised as key transformative interventions to be implemented. These include, but are not limited to:

Establishing a National Mineral Reserve/Resources Database.

There is a lack of comprehensive mineral reserves and resources data to support informed strategic decision-making. Therefore, the Ministry is committed to establishing a dynamic mineral reserves and resources database to promote better resource management, formulation, Strategic Planning and monitoring and evaluation.

Accelerate the efforts on nationwide coverage of geoscientific surveys.

Although Namibia is endowed with abundant geological resources, significant gaps in geological data especially in remote and

underexplored areas continue to hinder the country's ability to fully harness the potential of these assets. The MIME is committed to increasing nationwide coverage of geoscientific surveys to increase the production of baseline geoscience data and mineral resources information. To actualise this endeavour, the Ministry will conduct a cost estimate study for geoscience surveying, enhance technical and financial capacity in geoscience surveying, and explore multiple avenues for resource mobilisation.

The baseline data and information will enhance Namibia's geological understanding and knowledge,

foster resource discovery, and contribute to sustainable national development.

Enhance applied research on raw materials for beneficiation.

There exists low industrial and economic diversification in the beneficiation of the local raw materials in the mineral sector in the

country. To address these issues, the MIME is committed to conducting studies on the application of minerals for industrial development. These studies will provide insight and critical inputs towards value addition to mineral products and economic diversification initiatives in the country.

5.3.2 Strategic Objective 3.2: Empower Namibians to participate in the mining industry.

The mining sector in the country produces a wide range of minerals, including diamonds, uranium, gold, and various base and industrial minerals that significantly contribute to the country's economy. Mining activities significantly contribute to GDP and foreign exchange earnings, making it a key sector for socio-economic development.

However, there is limited participation of Namibians in the mining sector. This issue is further compounded by Namibia's sub-

optimal benefits from natural resource exploitation. Therefore, the Ministry is committed to supporting local businesses, developing and implementing local content policies, and empowering youth with knowledge and opportunities to participate in the mining industry.

Furthermore, the Ministry is focused on collaborating with relevant stakeholders to strengthen technical and vocational training, expand apprenticeships, and provide financial and mentorship support to local companies to facilitate their participation in the mining industry in the country.



Key Strategic Initiatives

Several key strategic initiatives were identified for implementation under this strategic objective, including but not limited to:

Provision of technical and capacity-building support to small-scale miners.

Low production capacity, limited technical know-how and business skills, a lack of operational sustainability, and a high risk

of environmental degradation characterise the small-scale miners in the country. The Ministry is committed to building the capacities of SSMs in the country by training them on introductory geology, business and environmental management.



Furthermore, they will be supported with machinery through the Equipment Aid Scheme (EAS). The overarching goal is to enhance SSMs' production capacity through sustainable and environmentally friendly operations as well as adherence to local and international standards.

Formulate, adopt and implement the local content policy.

Namibia currently lacks comprehensive policy guidelines to facilitate meaningful local participation in the mineral value chain. To address this, the Ministry aims to formulate, adopt, and implement a Local Content Policy for the mining sector during the period of this plan. This policy will serve as the national framework to guide and promote increased involvement of Namibians in the mineral sector. Note: Additional key policies aimed at promoting local participation and beneficiation are outlined under Strategic Objective 5.1 (Review, amend, and develop applicable sectoral policies and legislative frameworks).

Facilitate the Provision of financial

and legislative support to Epangelo Mining Company (EMC).

Epangelo Mining Company (EMC), a wholly state-owned Namibian mining entity, is engaged in mineral exploration, mining, processing, beneficiation, and strategic investments. EMC plays a critical role in ensuring the strategic exploitation and optimal beneficiation of the country's mineral resources. However, the company faces challenges related to limited legislative backing and inadequate financial support, which constrain its ability to execute its mandate fully. In response, the Ministry is committed, over the duration of this plan, to mobilising funding and facilitating the necessary legislative support to enable EMC to deliver on its mandate effectively. With an enabling legal framework and adequate financial resources in place, EMC will be better positioned to: (i) undertake exploration and development of mineral licences; (ii) provide technical support to Exclusive Prospecting Licence (EPL) holders and small-scale miners; and (iii) enhance the participation of Epangelo and other Namibians in the mining sector.





5.4 PILLAR 4: ENERGY SUSTAINABILITY

The Ministry is deliberate on its intentions to meet the current energy needs without compromising future generations' ability to do the same. Through this pillar, the Ministry is focused on improving energy efficiency by harnessing renewable energy sources to mitigate the impact of exploitation of oil and gas. By doing so, the Ministry seeks to balance between economic growth, environmental protection, and social equity to ensure a higher quality of life for all Namibians.

The following Strategic Objective and its accompanying initiatives are devised under this pillar:

5.4.1 Strategic Objective 4.1: Advance the development of low-carbon energy solutions.

Namibia presents vast opportunities for under-exploited carbon energy sources, including nuclear, solar, wind and green hydrogen, among many other renewable resources. The Ministry is committed to

positioning Namibia as a low-carbon investment destination by investing in the development of low-carbon energy solutions. The Ministry is focused on creating a favourable environment to promote investment in renewable energy technologies and decarbonising sectors reliant on fossil fuels.



Key Strategic Initiatives

The strategic initiative below was identified as the key game-changer to advance the development of low-carbon energy solutions in the country:

Increase domestic generation capacity of low-carbon energy solutions.

The Ministry will increase domestic generation capacity by developing utility-scale projects in solar PV, wind, and biomass, and by advancing the Baynes Hydro Power Project. The Ministry will also fast-track the development of nuclear energy as part of its strategy to diversify the energy mix. This includes supporting Independent Power Producers (IPPs), promoting public-private partnerships, and prioritizing enabling infrastructure such as grid integration and energy storage. The initiative aims to reduce import dependence, enhance grid reliability, and support green industrialization.

Incorporation of low-carbon emission initiatives in oil and gas production.

The production, transport and processing of oil and gas result in carbon emissions that are detrimental to the climate. To reduce carbon emissions and help mitigate climate change in oil and gas operations, the Ministry is committed to incorporating low-carbon emission initiatives in oil and gas production. Such an approach will reduce the environmental footprint of oil and gas operations, help the oil and gas sector comply with emissions regulations and sustainability goals, and improve the industry's reputation and access to green financing. This will require the Ministry to develop and enforce regulations that mandate or incentivise emission reductions and adoption of low-carbon emission technologies in oil and gas operations, work with oil and gas companies to integrate sustainable practices into oil and gas operations, and establish

transparent systems to measure and report carbon emissions across the sector.

This initiative will go a long way to reduce greenhouse gas emissions from oil and gas operations in the country. In doing so, the initiative aims to enhance environmental sustainability by ensuring compliance with regulatory requirements

and international environmental standards; strengthen adherence to environmental obligations and improve global competitiveness; attract sustainable investment through improved access to green financing and climate funds; and promote job creation and skills development in low-carbon technologies and environmental management.

5.4.2 Strategic Objective 4.2: Ensure sustainable access to energy.

Energy commodity prices in Namibia remain generally high and are subject to fluctuations driven by inflation and global market dynamics. Compounding this challenge is the country's limited power generation capacity, which results in heavy reliance on energy imports, undermining national aspirations for energy security. This situation is further worsened by limited access to energy in rural

and peri-urban areas, coupled with the high cost of electricity. To promote sustainable energy access, the Ministry is committed to implementing measures that enhance the affordability and reliability of energy supply. Key interventions include stabilising energy prices; consolidating fuel imports to leverage collective bargaining power and reduce storage and transportation costs; and accelerating the adoption of renewable energy solutions.



Key Strategic Initiatives

Several key Strategic Initiatives were identified for implementation under this Strategic Objective.

Accelerate electrification in rural and peri-urban areas.

The Ministry will accelerate electrification in underserved rural and peri-urban areas through grid extension, off-grid and mini-grid renewable energy solutions, and infrastructure upgrades. Targeted beneficiaries include informal

settlements, schools, and health facilities. Implementation will be coordinated with REDs, local authorities, and development partners to improve energy access, support productive use, and promote inclusive socio-economic development.



Equalization of energy prices.

Access to energy in Namibia is hindered by several challenges, including fuel price volatility, limited power generation capacity, and inflexible power purchase agreements. In response, the Ministry is committed to conducting monthly reviews of fuel prices to assess slate over- or under-recovery balances. Based on these assessments, appropriate adjustments will be made—either through payments to the state and petroleum suppliers or through fuel price revisions—to safeguard the security, availability, and affordability of energy in the country.

Implementation of the Petroleum Import Coordination (PIC) system.

The fragmented importation of fuel into Namibia contributes to high pump prices for consumers, primarily due to the absence of collective bargaining power and elevated logistical costs. To address this, the Ministry is committed to introducing the Petroleum Importation Coordination (PIC) regulations to facilitate the consolidated importation of fuel. This initiative is expected to generate economies of scale and reduce fuel prices for end-users. A key requirement for its successful implementation is the gazetting of the PIC regulations to provide the necessary legal framework.

Optimisation of the NOSF operation.

The National Oil Storage Facility (NOSF) is currently underutilised, rendering it financially unsustainable and placing a significant burden on the National Energy Fund. To address this, the Ministry is committed to restructuring the operations and management of NOSF to maximise its utilisation, particularly through the implementation of the Petroleum Importation Coordination (PIC) System. This initiative aims to generate a positive return on investment for NOSF and alleviate the financial pressure on the National Energy Fund.

Optimisation of bulk transportation of fuel.

Currently, approximately 90% of fuel in Namibia is transported by road, with only about 10% moved via rail. This heavy reliance on road transport contributes to the deterioration of the national road network and leads to frequent increases in road user charges, which ultimately burden fuel consumers. To address this, the Ministry is committed to introducing a fuel volume transportation quota system to incentivise TransNamib and ensure that at least 60% of all fuel is transported by rail. This shift is expected to reduce road infrastructure damage and help stabilise or reduce road user charges, thereby alleviating the cost impact on fuel consumers.



5.5 PILLAR FIVE: GOOD GOVERNANCE AND OPERATIONAL EXCELLENCE

Good governance and operational excellence are intertwined to ensure that MIM functions effectively, transparently, and efficiently.

Through this pillar, the ministry is committed to strengthen its framework for accountability, transparency, and ethical decision-making, and optimise its processes to achieve strategic goals.

The following Strategic Objectives and their accompanying initiatives are devised under this pillar:

5.5.1 Strategic Objective 5.1: Review, amend and develop applicable sectoral policies and legislative frameworks.

The Ministry recognises that gaps in policy, legislation, and regulation hinder its ability to effectively fulfil its mandate. These challenges include overlapping land rights and complex coexistence dynamics, weak control mechanisms over natural

resources resulting in revenue losses, and limited access to regional and international markets. The Ministry is committed to reviewing and updating existing laws and policies, as well as formulating new ones, to strengthen its capacity to execute its mandate and contribute meaningfully to the country's socio-economic development objectives.

The Ministry is committed to reviewing, adopting, and implementing the following policies over the duration of this Strategic Plan:

- **Review of the Minerals Act and Development of Supporting Regulations** – The Minerals Act requires revision to align with international best practices, to attract investment, enhance local participation, and promote sustainability within the mining sector.
- **Development of the Corporate Social Responsibility (CSR) Policy** - Although the Minerals Act encourages Mineral Rights Holders (MRHs) to undertake Corporate Social Responsibility (CSR) initiatives, there is currently a lack of clear policy direction on effective implementation. Consequently, CSR spending by MRHs remains limited, with compliance largely left to their discretion. To address this gap, the Ministry intends to formulate,

adopt, and implement a dedicated CSR policy. This policy will provide guidance aimed at enhancing the contribution of MRHs to social development initiatives.

- **Amendment of the Mineral Development Fund (MDF) Act** - Most Namibian Mineral Rights Holders face financial constraints that hinder the development of their mineral rights. Accessing funding from banking institutions is often not viable, as these institutions are typically risk-averse and require collateral beyond the reach of most Namibians. To address this challenge, the Ministry plans to review and amend the Minerals Development Fund (MDF) Act to enable the provision of financial support to Namibian Mineral Rights Holders.

- **Development of the Local Content Policy for the Mining Sector** – At present, there is a lack of comprehensive policy direction to facilitate Namibian participation in the mineral value chain. The proposed Local Content Policy will establish clear guidelines and principles aimed at promoting and strengthening local involvement across the mineral value chain.
- **Development of the Mineral Beneficiation Policy** - Local participation in mineral processing, refining, and value addition remains limited. This policy will serve as a strategic framework to guide and advance Namibia’s goal of enhancing local value addition within the mineral sector.
- **Development of the Consumer Protection Bill** - Namibia does not have a Consumer Protection Law. The envisaged Act will address the fragmented approach to consumer protection.
- **Development of the Chemical Weapons Bill** - Namibia has ratified the Chemical Weapons Convention, hence a new law has to be enacted to ensure compliance. The Act will ensure that all scheduled chemicals are used for peaceful purposes.
- **Review of the Competition Act** – The Competition Act, Act No. 2 of 2003, is no longer fully aligned with current market realities. The Act will be reviewed to ensure it promotes a fair, transparent, and equitable market environment.
- **Review of the Copyright and Related Rights Act** – The existing legislation, dating back to 1994, is outdated and no longer reflects present-day realities. The Act will be reviewed to ensure that the creative industry is able to derive optimal economic value from its intellectual property and artistic works.
- **Development of the National E-Commerce Policy and Strategy** - Currently, no E-Commerce policy exists in Namibia. The envisaged policy will regulate Electronic Transactions in the country.

The Ministry will undertake the review and development of various legislative frameworks, policies, and procedures. A comprehensive list of these instruments scheduled for review or development over the five-year implementation period of this Strategic Plan is provided in Annex 4.

5.5.2 Strategic Objective 5.2: Enhance Organisational Performance

The Ministry is currently faced with several organisational performance challenges that hinder its ability to operate at an optimal level. These include a structural setup that is not fully responsive to its mandate, a shortage of specialised skills impacting performance, bureaucratic and inefficient operational processes, fragmented departmental functions, and insufficient financial and technical

capacity to effectively support MSMEs. In response, the Ministry is committed to streamlining its organisational structure and operational processes, strengthening stakeholder engagement across all levels, enhancing staff capabilities through targeted skills development and the provision of appropriate tools, and leveraging ICT to improve service delivery. These interventions are essential to improving the Ministry's overall performance, enabling it to effectively fulfil its mandate.



Key Strategic Initiatives

To address these issues, the Ministry has devised several strategic initiatives, the critical game-changers are elaborated in the section below.

Review of Organisational structure to make it responsive to organisational needs.

Numerous structural challenges currently hinder MIME's ability to effectively and efficiently fulfil its mandate. In line with the broader ambition to transform the Public Service, MIME's organisational structure will be reviewed to better respond to emerging demands and operational realities. The Ministry is committed to establishing a more agile and responsive structure that promotes decentralised decision-making and cross-functional collaboration. This approach aims to empower staff, dismantle silo operations, and cultivate a culture of innovation. A key consideration in the restructuring process will be

the establishment of a dedicated Monitoring and Evaluation (M&E) Unit to track and assess the implementation of policies, projects, and programmes across the Ministry.

Ensure Improved Service Delivery.

In its efforts to accelerate service delivery, the Ministry is committed to upholding the principles outlined in its Customer Service Charter, streamlining business processes, establishing robust information management systems, and ensuring the effective implementation of the Performance Management System (PMS) across all levels of the organisation.

Greater emphasis will be placed on managing employee performance

by aligning strategic objectives with annual plan outputs and strengthening staff capacity to translate these outputs into individual operational objectives through clearly defined performance agreements. Accordingly, the Ministry will ensure that all key annual outputs and targets are integrated into the Performance Agreements (PAs) of the Public Office Bearers (POM), Executive Directors, senior management, and all staff members. This approach will ensure that strategic targets are assigned to the appropriate personnel, thereby facilitating the successful implementation of the Ministry's strategic goals and desired outcomes

Strengthen Capacity Development Programme for MIME Staff.

A strategy will be ineffective unless it is systematically implemented by people in the organisation, guided by shared values and striving for a common goal, vision and mission. Such a team requires the appropriate skill set and discipline to take action and deliver results, and the tools and resources necessary to enhance the implementation of the strategy. It is against this background that MIME commits to strengthening the capacities of its staff members at all levels, ensuring that their knowledge and skills are enhanced for optimal performance in executing their duties.

The MIME will employ competency-based HRD practices throughout

the process of capacity building by establishing a competency model upon which the Training Needs Assessment (TNA) and HRD Plans will be based. Additionally, a mentorship and coaching programme will be introduced within the MIME to promote the culture of grooming and sharing of experiences between teams and individuals in the workspace.

Strengthen Stakeholder Engagement.

Stakeholder engagement within MIME is hindered by operational silos, which manifest as inadequate collaboration, ineffective communication, and limited information sharing across units.

To address this, the Ministry is committed to fostering continuous improvement and strengthening relationships with its stakeholders to promote active participation and collaboration. It will cultivate a culture of openness, trust, and mutual respect—encouraging transparent communication and valuing diverse perspectives in all stakeholder interactions.

As part of this commitment, the Ministry will convene regular stakeholder forums to engage key partners. These engagements aim to foster collaboration, promote multi-sectoral collaboration, and drive collective action in addressing issues related to mineral value addition, energy access and security, and enterprise development—ultimately contributing to the socio-economic advancement of all Namibians.

Enhance ICT infrastructure and systems.

The Ministry is committed to modernising its ICT infrastructure and systems to address the challenges posed by outdated networks and technologies and to meet both current and future operational demands.

A key component of this effort will be the development of a comprehensive ICT roadmap or programme, outlining specific projects and activities to be undertaken over the five-year implementation period of this Strategic Plan. This roadmap will serve as a blueprint for the modernisation process, guiding the transformation of the Ministry's ICT landscape to enhance efficiency and improve service delivery.

Enhance Information Communication Technology (ICT) services and usage.

ICT offers a significant opportunity to enhance the Ministry's operations and increase public access to its services. In this regard, the Ministry is committed to streamlining its internal processes, improving electronic record-keeping and information storage, ensuring timely access to information, and facilitating efficient information dissemination. Furthermore, the Ministry will prioritise the establishment of an enterprise-wide information management system aimed at making its services more accessible through online platforms.



6. | STRATEGIC PLAN MATRIX

THE 2025/26 – 2029/30 Strategic Plan MATRIX FOR MIME

Desired Goals (NDP6, SMIP)	Strategic Pillars	Strategic Objectives	Key Performance Indicators (KPIs)	Indicator Definition	
DO 0123: By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries	P1: INFRASTRUCTURE DEVELOPMENT	SO1.1: Accelerate investment in infrastructure development	# of Energy Infrastructure funded	Funded national energy Infrastructure (such as fuel depots, substations and transmission lines)	
			# of geoscientific infrastructure upgraded.	Upgraded geoscientific infrastructure (such as Seismic stations, GIS & RS Lab, Geochemistry Labs, Tsumeb Core Shed, and Geoscience Database Infrastructure)	
			# of Industrial Projects Funded	Funded industrial capital projects to enhance industrial development	
			# of Industrial Infrastructure developed	Key industrial infrastructure developed to support manufacturing, emerging industries of Oil & Gas, and Green Industrialisation, and other sectors	
			# of industrial infrastructure operationalised	Dormant industrial infrastructure operationalised (such as SME Parks)	
			# Testing, Inspection and Metrology Infrastructure Developed	Established infrastructure for Testing, Inspection and Metrology ¹	

¹The following testing, inspection and metrology infrastructure are earmarked for development: 1. Fuel Integrity (Petrochem and Metrology) Laboratory to support import inspection and Market Surveillance (Y3); 2. Agroprocessing Laboratory(Y2 and Y4);3. Laboratory (Testing and Metrology) to support Manufacturing and value addition including green industrialisation (Y5)



	Indicator Classification (Type)	Baseline	Targets					Programme	Project	Operational Budget	Development Budget	Responsible Unit
			2025/26	2026/27	2027/28	2028/29	2029/30					
	Absolute			1	1	1	1	National Energy infrastructure development	National Energy infrastructure funding		1,000,000,000	DEF
	Absolute		2	2	4	4	2	Geoscientific capacity enhancement	Geoscientific infrastructure upgrade	1,000,000	6,200,000	DGS
	Absolute	13	10	10	10	10	10	Industrial infrastructure development	Industrial infrastructure development		250,000,000	DID
	Absolute		4	4	4	5	5	Industrial infrastructure development	Industrial infrastructure development		55,000,000	DID
	Absolute		4	4	4	5	5	Industrial infrastructure development	Industrial infrastructure development		50,000,000	DID
	Absolute			1	1	1	1	National quality infrastructure in support of industries, mining and energy sector	Development of standard infrastructure		70,000,000	DC

Desired Goals (NDP6, SMIP)	Strategic Pillars	Strategic Objectives	Key Performance Indicators (KPIs)	Indicator Definition
<p>DO 0113: By 2030, the percentage share contribution of the MSME sector to GDP has increased from 16 to 19.4 percent.</p> <p>DO 0114: By 2030, the number of informal enterprises transitioned into the formal economy has increased to 950 from 310.</p> <p>DO 0107: By 2030, the percentage share of manufacturing has increased from 10.6 to 18 percent</p>	<p>P2: MANUFACTURING AND VALUE ADDITION</p>	<p>SO2.1: Enhance enterprise productivity, competitiveness and sustainability</p>	<p># of enterprises supported</p>	<p>Business enterprises (Informal, Start-Ups, MSMEs) provided with financial and technical support, and business advisory services. (targeting to supporting 25 enterprises in each region per year = 350)</p>
			<p># of MSMEs industrial processing & value addition hubs/parks remodelled</p>	<p>Selected existing MSMEs & industrial infrastructure remodelled (turnaround) into processing & value addition hubs</p>
			<p># of value chains and beneficiation projects supported</p>	<p>Projects supported to through value chains and beneficiation</p>
			<p># of MSMEs that meet industry standards and certifications</p>	<p>Assist MSMEs to meet industry standards and certifications required to supply products or services to mineral processing and export markets (4 enterprises in each region annually).</p>
			<p># of MSMEs Linked to large-scale mining Companies</p>	<p>MSMEs integrated into mining and mineral value chains through capacity building, quality standardisation, and procurement linkages with large-scale mining companies.</p>
			<p># of Special Economic Zones established</p>	<p>Special Economic Zones established to attract investment in manufacturing and value addition (including mineral beneficiation)</p>



	Indicator Classification (Type)	Baseline	Targets					Programme	Project	Operational Budget	Development Budget	Responsible Unit
			2025/26	2026/27	2027/28	2028/29	2029/30					
	Absolute		350	350	350	350	350	Informal & MSMEs enterprise development	Informal & MSMEs enterprises support services	18,000,000	139,000,000	DID
	Absolute		2	2	2	2	2	Upgrading & equipping existing MSMEs & Industrial Parks	Industrial infrastructure development	3,200,000	52,200,000	DID
	Absolute		2	2	2	2	2	Manufacturing and value addition enhancement	Value chain & natural resources beneficiation	4,000,000	128,000,000	DID
	Absolute		56	56	56	56	56	Standard and certification initiative	Standard and certifications initiative	-	70,000,000	DID
	Incremental	2	3	15	15	15	15	Establishing a programme to link MSMEs to large-scale mining companies	Operationalisation of market access programme	-	-	DID
	Absolute			1	2	2	2	Special Economic Zones development	Industrial infrastructure development	3,000,000	471,000,000	DID

Desired Goals (NDP6, SMIP)	Strategic Pillars	Strategic Objectives	Key Performance Indicators (KPIs)	Indicator Definition	
<p>DO 0113: By 2030, the percentage share contribution of the MSME sector to GDP has increased from 16 to 19.4 percent.</p> <p>DO 0114: By 2030, the number of informal enterprises transitioned into the formal economy has increased to 950 from 310.</p> <p>DO 0107: By 2030, the percentage share of manufacturing has increased from 10.6 to 18 percent</p>	<p>P2: MANUFACTURING AND VALUE ADDITION</p>	<p>SO2.2: Enhance industrial production capacity and promote value addition</p>	<p># of new sectors and value chains and beneficiation projects supported</p>	<p>Project supported in line with development of new sectors, value chains and beneficiation</p>	
<p>DO 0303 & DO 0109: By 2030, Namibia has diversified its renewable energy sources creating 30,000 green jobs from 800</p>			<p># of Training centres established for the gemstones</p>	<p>Training centres constructed, Establish a gemstone training center</p>	
			<p># of green industries established</p>	<p>The localisation of priority industries that will contribute to local industrialisation efforts as per the Green Industrialisation Blueprint (GIB)</p>	
<p>DO 0402: By 2030, Namibia has attained 50 percent of integrated statistical and geospatial systems</p>	<p>P3: GEOSCIENCE AND NATURAL RESOURCES DEVELOPMENT</p>	<p>SO3.1: Strengthen surveying and research to stimulate investment in the sector</p>	<p># of geoscientific research projects completed</p>	<p>Geoscientific research carried out to provide evidence-based solutions to national issues¹³</p>	

¹³Earmarked Geoscientific Research projects: 1. Geochemistry (Y1=1 and Y4=1), 2. Geophysics - seismicity (Y1=1, Y2=1 and Y4=1), 3. Geo-Information (Y1=1, Y3=1, Y5=1), 4. Regional Geology (Y2=1, Y4=1, Y6=1), and 5. Geothermal Energy Potential Study in Namibia (Y5)



	Indicator Classification (Type)	Baseline	Targets					Programme	Project	Operational Budget	Development Budget	Responsible Unit
			2025/26	2026/27	2027/28	2028/29	2029/30					
	Absolute		1	1	2	2	3	Manufacturing and value addition enhancement	Value chain & natural resources beneficiation	4,000,000	128,000,000	DID
	Absolute	1		1				Local beneficiation	Establish a Diamond Grading and Jewelry Institute	15,000,000	200,000,000	DID
	Absolute		1	1			1	Operationalisation of Namibia's Green industrialisation blueprint	Localisation of priority industries	-	-	Green Hydrogen Programme
	Absolute	4	3	2	1	3	2	Geoscience surveying and research	Geoscience research	7,240,000	27,600,000	DGS

Desired Goals (NDP6, SMIP)	Strategic Pillars	Strategic Objectives	Key Performance Indicators (KPIs)	Indicator Definition	
DO 0402: By 2030, Namibia has attained 50 percent of integrated statistical and geospatial systems	P3: GEOSCIENCE AND NATURAL RESOURCES DEVELOPMENT	SO3.1: Strengthen surveying and research to stimulate investment in the sector	% of nationwide coverage of geoscientific surveys	The proportion of the country geoscientifically surveyed, calculations of percentage are based on the 1:250,000 scale Index Map and the average of countrywide coverage for the specified surveys.	
DO 0119: By 2030, Namibia has increased export of processed minerals from 46.6 to 57 percent.		SO3.2: Empower Namibians to participate in the mining industry	% progress in the development of a mineral resources and reserves database	Progress in the development of a database to record the country's mineral resources and reserves	
DO 0128: By 2030, Namibia has a sustainable mix of locally-generated energy capacity by increasing installed generation capacity from 734MW to 1153MW; DO 0302 ;	P4: ENERGY SUSTAINABILITY	SO4.1: Advance the development of low-carbon energy solutions	New Local generation capacity installed [Megawatts (MW)]	New power generation capacity installed (Megawatts) in addition to the existing local generation capacity	



	Indicator Classification (Type)	Baseline	Targets					Programme	Project	Operational Budget	Development Budget	Responsible Unit
			2025/26	2026/27	2027/28	2028/29	2029/30					
	Incremental	19.4	20	22	24	26	28		Geoscience surveying	29,084,788	170,400,000	DGS
	Incremental	0	10	35	60	85	100	Geoscience surveying and research	Mineral Resources and Reserves Database	-	-	DM and DGS
	Incremental	51	52	53	54	55	57	Local equity participation	Namibian equity ownership	-	-	DM
	Absolute		25.8	144	90	40	120	National Energy infrastructure development programme	Power generation	100,000,000	1,000,000,000	DE

Desired Goals (NDP6, SMIP)	Strategic Pillars	Strategic Objectives	Key Performance Indicators (KPIs)	Indicator Definition	
DO 0129: By 2030, Namibia's access to electricity to support industry and household development increased from 59.3 to 70 percent	P4: ENERGY SUSTAINABILITY	SO4.1: Advance the development of low-carbon energy solutions	% Baynes Hydro Power developed	Construction of Baynes Hydropower plant consisting of access roads, main and regulating dams with generation facilities, transmission lines	
			# of approved nuclear guideline documents	Official nuclear energy governance documents that have been developed, finalized, and formally approved by the relevant national authorities;	
		SO4.2: Ensure sustainable access to energy	% of energy prices equalised	Energy prices in the country over/under recovered	
			% of population with access to electricity	Proportion of the population with access to electricity	
			# of Solar energy solutions financed	Households financed with home systems, water pumps and solar water heaters (geysers)	

¹⁴DO 0302: By 2030, Namibia has reduced its reliance on imported electricity by increasing electricity generated from renewable energy sources from 367 MW to 700 MW.



Indicator Classification (Type)	Baseline	Targets					Programme	Project	Operational Budget	Development Budget	Responsible Unit
		2025/26	2026/27	2027/28	2028/29	2029/30					
Cumulative	1	5	12	25	50	75	National Energy infrastructure development programme	"Baynes Hydro Power development	360,000,000	17,010,800,000	DE
Absolute		1	2		1	2	National Energy infrastructure development programme	Nuclear power development	25,000,000	40,000,000	DE
Absolute		100	100	100	100	100	Energy prices over/under equalisation	Energy prices recovery	-	2,500,000,000	DEF
Incremental	59.3	61	63	65	67	70	National electrification programme	Rural, Periurban, School and Health Facilities electrification	4,500,000	6,467,000,000	DE
Absolute	5,700	300	300	300	300	300	National electrification	Solar solutions deployment	-	102,484,195	DEF

Desired Goals (NDP6, SMIP)	Strategic Pillars	Strategic Objectives	Key Performance Indicators (KPIs)	Indicator Definition	
<p>DO 0407: By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.</p>	<p>P5: GOOD GOVERNANCE AND OPERATIONAL EXCELLENCE</p>	<p>SO5.1: Review, amend and develop applicable sectoral policies and legislative frameworks</p>	<p># of policies and legislative frameworks completed/ finalised</p>	<p>Policies and legislative frameworks developed & revamped (see annex 4 for the list of policies and legislative frameworks earmarked for development and review)</p>	
		<p>SO5.2: Enhance Organisational Culture</p>	<p>% Average made on organisational performance</p>	<p>Execution rate of the Annual Plan (including execution of annual training plans, wellness programmes, BPR projects, customer service charter, etc)</p>	
			<p>% progress of reviewing the MIME's organisational structure</p>	<p>Review of the organisational structure of the MIME</p>	
			<p>% execution of the ICT Infrastructure upgrade plan</p>	<p>Execution rate of IT upgrade plan for replacing IT Infrastructure and automation of services</p>	



	Indicator Classification (Type)	Baseline	Targets					Programme	Project	Operational Budget	Development Budget	Responsible Unit
			2025/26	2026/27	2027/28	2028/29	2029/30					
	Absolute		12	11			1	Good governance	Development & review of policies and Acts	-	-	All Units
	Absolute	79.6	80	80	80	80	80	Performance improvement	Annual Plan execution	5,000,000	-	DAS
	Incremental	0	70	100					Organisational restructuring	300,000	-	DAS
	Incremental	30	40	50	60	80	90	Modernisation of services	Revamping of ICT systems and services	43,000,000	-	DAS

7. | RISK ASSESSMENT

IDENTIFICATION OF KEY RISKS AND MITIGATION MEASURES

Risk Title	Risk description	Who is affected	Strategic objectives	Risk assessments (H/M/L)	Mitigation strategy	Responsible person/unit
Financial Risk (Budget Constraints)	Inadequate financial resources will negatively impact the organisational performance.	MIME staff members & stakeholders		High	Prioritise spending on more critical areas.	ED & all HOD/ Directorates
Operational Risk	Inability to retain and attract critical skills and expertise	Institution and stakeholders	All Objectives	High	Engage OPM to develop a staff retention strategy. Engage OPM to develop attractive incentives packages to attract specialised expertise.	Director of Administration
Governance Risk	Lack of some leadership qualities	Staff members, key stakeholders & communities	SO5.2: Enhance Organisational Culture	Moderate	Capacity building on leadership and management.	Director of Administration
Technological Risk	Inadequate IT equipment	Staff members and stakeholders	SO5.3: Modernise ICT sectoral infrastructure and Systems	High	Prioritise spending on more critical areas of the IT system that add value to service delivery improvement.	ED, and Director of Administration
Safety and Security Risk	Protection of staff members and properties	All staff members	SO5.2: Enhance Organisational Culture	High	Prioritise spending on more critical areas of promoting workplace safety and security.	Director of Administration



8. | CRITICAL SUCCESS FACTORS

IDENTIFICATION OF KEY RISKS AND MITIGATION MEASURES

We will address all the critical success factors identified below to ensure smooth implementation and attainment of our vision as stated in this Strategic Plan:

and inspire all role players to have the desire and commitment necessary to successfully execute this Strategic Plan.

8.1.1 Stewardship of Natural Resources

The principle guideline for the whole process of managing this Strategic Plan is premised on the responsible and sustainable management of our natural resources, ensuring their availability for present and future generations. Therefore, the successful implementation of this plan involves balancing our natural resource utilisation with conservation to minimise environmental damage, promote sustainability, improve local participation and increase beneficiation.

8.1.2 Leadership, Commitment and Ownership

To achieve what it sets out in this plan, we need to inspire our employees and key stakeholders, and make them feel valued. This requires us to demonstrate leadership qualities that provide guidance, develop mutual trust, motivate teams and individuals,

8.1.3 Cooperation and Partnership

The implementation of this plan requires a work culture that values cooperation and partnerships. It is inevitable that we are required to deliberately harness the principles of cooperation and partnership with all our key stakeholders for the successful implementation of the plan. We are aware that the OP bears overall responsibility for the implementation of the Strategic Plan and enjoys the synergy derived from leveraging the support from its stakeholders.

8.1.4 Effective Communication

It is imperative that we continue to communicate our strategic intents and our annual action plans to all our key stakeholders to foster their cooperation and involvement. It is necessary that all stakeholder understand their roles and what is expected from them so that they can own and commit to performing their tasks exceptionally.

9. | MONITORING & EVALUATION OF THE STRATEGIC PLAN

IDENTIFICATION OF KEY RISKS AND MITIGATION MEASURES

In line with the public service strategic management framework, this plan includes a 5-year business scorecard (presented in section 6) and annually it is cascaded into annual action plans and individual performance agreements of staff members of the MIME. Therefore, such an arrangement requires quarterly and annual monitoring of execution progress, midterm review and terminal evaluation.

9.1.1 Continuous Monitoring

Monitoring, in the context of this plan, consists of the systematic collection and storage of data. It enables execution progress on outputs and strategic initiatives of this plan to be reviewed and reported. The progress data on executing this plan will be collected throughout the year and compiled quarterly to inform the reporting process.

9.1.2 Mid-term Review

A mid-term review will be conducted at the end of the third (3rd) year of the Strategic Plan implementation period in order to determine the progress of the implementation of the initiatives (achievements and status), importantly uncover challenges (shortcomings),

derive lessons and provide practical recommendations for the remaining period of this plan.

9.1.3 Terminal Evaluation

The terminal/ final evaluation is envisaged to be carried out at the end of the six (6) years of the implementation period of this plan to assess the overall attained results in relation to the overall planned goal, objectives and outcome indicators. The findings of the terminal review will be used as lessons learned for updating, revising and formulating a subsequent Strategic Plan for the MIME.

9.1.4 Performance Reporting

Quarterly progress and annual performance reports will be produced throughout the six years of implementing this plan. The MIME, through the office of the ED, will bear the responsibility of facilitating the process of compiling these reports.

The quarterly reporting will address the extent of implementation of outputs, progress made, challenges encountered, and suggestions to improve the implementation of the Plan.



GLOSSARY OF TERMS

STRATEGIC MANAGEMENT TERMS USED

Strategic Plan

The document that captures the strategic critical issues and strategies towards attaining the organisational purpose and direction, as developed by the organisation.

Vision

Is the attractive and desirable picture of the future organisation, in say 5 or 10 years, in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing, capacities, etc. Vision translates mission into something really meaningful.

Mission

It is a statement that defines the nature and core purpose of the organisation and is based on its mandate as expressed in specific legislation.

Objective

It is a specific, concrete, short-term statement of the desired result, condition, or accomplishment towards the achievement of strategic and management plans.

Cascade

It is a series of interventions through which an organisational aspect/concept (such as an objective) is passed from the 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.

Strategic Issue

It is a problem that stands in the way of an organisation in achieving its strategic goals and requires senior management to act to overcome it.

Initiative (or Strategic Initiative)

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

Key Performance Indicators (KPIs)

Is the agreed-upon measure in terms of Time, Cost, Quality, or Quantity (TCQQ) used to determine effective performance and achievement of the objective. KPIs make objectives 'SMART' – specific, measurable, achievable, realistic and time-bound. 'KPIs with their targets are used to assess achievement, indicate progress, or the lack thereof, towards achieving the objective.

Target

The target for each KPI can be expressed in different units, e.g. percentage, N\$, number, frequency and date (sometimes referred to as TCQQ – Time, Cost, Quality and Quantity); the target is an agreed quantifiable performance level or change in level to be attained by a specific date and often based on benchmarking.



ANNEXES

ANNEX 1: DETAILED STAKEHOLDER ANALYSIS

Stakeholder	What do they need from us?	
Staff Members	<ul style="list-style-type: none"> • Conducive working environment 	
Parliament	<ul style="list-style-type: none"> • Compliance to the laws, legislations and statutes. • Efficient & effective service delivery • Timely submission of relevant Bills. • Timely response to Parliament Questions • Implementation of recommendations of the Parliamentary Standing Committees 	
Office of the President	<ul style="list-style-type: none"> • Technical Policy advice • Effective implementation of NDP6 and SMIP • Submission of vetting applications for key positions; 	
OPM	<ul style="list-style-type: none"> • Implementation of public service policies and reform initiatives. 	
Ruling Party	<ul style="list-style-type: none"> • Integration of the election manifesto into the MIME Strategic Plan 	
Other OMAs	<ul style="list-style-type: none"> • Coordination, facilitation, guidance, and advisory services on industries, mines and energy programmes 	
Cabinet	<ul style="list-style-type: none"> • Submission of requests that are backed by factual/ accurate data; • Implementation of Cabinet Directives; • Effective and timely execution of NDP goals. 	
Regional and International Organisations	<ul style="list-style-type: none"> • Participation in/ engagement on, domestication and implementation of acceded decisions of regional and international engagements/ organisations. 	
Civil Society Organisations, and Faith-Based Organisations	<ul style="list-style-type: none"> • Information; facilitation services and coordination; 	
Media	<ul style="list-style-type: none"> • effective and timely dissemination of information; participation 	
Public	<ul style="list-style-type: none"> • Timely dissemination of information; and frequent engagements 	



What do we need from them?	What strategies are we going to employ to meet our stakeholders' expectations?
<ul style="list-style-type: none"> Uphold the image of the Public Service Public service delivery Adherence to government Policy 	<ul style="list-style-type: none"> Continuous engagement and effective coordination
<ul style="list-style-type: none"> Enactment of relevant laws 	<ul style="list-style-type: none"> Enhance coordination with legal drafters, Request for a secondment of a legal person to train a team to prepare Layman drafts
<ul style="list-style-type: none"> Policy directive and guidance; and timeous vetting process. 	<ul style="list-style-type: none"> Effective Coordination Mechanisms and System
<ul style="list-style-type: none"> Provision of policies and tools for cascading NDPs to SPs and APs; and provision of Technical support and advice on public service administration 	<ul style="list-style-type: none"> Effective Coordination Mechanisms and System
<ul style="list-style-type: none"> Advice on national development policy direction 	<ul style="list-style-type: none"> Continuous engagement, feedback and reporting
<ul style="list-style-type: none"> Participation and collaboration Cascading of industries, mines and energy programmes into their plan, 	<ul style="list-style-type: none"> Continuous engagement and collaboration
<ul style="list-style-type: none"> Speedy and objective approval of requests 	<ul style="list-style-type: none"> Effective Coordination Mechanisms and Systems
<ul style="list-style-type: none"> Technical support and capacity-building; financial support; objective and fair decision-making process; equitable geographical representation; 	<ul style="list-style-type: none"> Effective Coordination Mechanisms and Systems
<ul style="list-style-type: none"> Participation; and Cooperation; 	<ul style="list-style-type: none"> Effective Coordination Mechanisms and Systems
<ul style="list-style-type: none"> Timely, objective and fair journalism; Cooperation; popularisation of Ministry's strategic programmes/national policies 	<ul style="list-style-type: none"> Build strong relationship with the media houses.
<ul style="list-style-type: none"> Participation and objective engagement 	<ul style="list-style-type: none"> Create platforms for frequent engagement with the public, and promote awareness of the functions of MIME

ANNEX 2: DETAILED LINKAGE OF THE Strategic Plan TO NDP6

NDP6 Objectives and Indicators	
NDP6 Desired Outcome	NDP6 Indicator
(NDP6 DO 0101) By 2030, Namibia will be a resilient middle-income economy, underpinned by inclusive, diversified, and sustainable growth.	<ul style="list-style-type: none"> Secondary industries as percent of GDP from 15.6% (baseline 2024) to 25% (target by 2030)
(NDP6 DO 0102) By 2030, achieve at least 7 percent annual economic growth rate	<ul style="list-style-type: none"> Average percent growth in manufacturing sector 2.8 (baseline 2024) to 10 (target by 2030) Share of manufacturing sector to GDP 10.6 (baseline 2024) to 18.0 (target by 2030)
(NDP6 DO 0103) By 2030, achieve employment rate of 75 percent from 63.1 percent in 2023	<ul style="list-style-type: none"> Share of Manufacturing sector employment to total employment 9.8 (baseline 2024) to 20 (target by 2030)
(NDP6 DO 0113) By 2030, the percentage share contribution of the MSME sector to GDP has increased from 16 to 19.4 percent.	<ul style="list-style-type: none"> Percentage share of manufacturing sector to GDP 10.6 (baseline 2024) to 18 (target by 2030) Number of informal enterprises transitioned into formal economy from 310 (baseline 2024) to 950 (target by 2030) Number of employed persons in the manufacturing sector 53,491 (baseline 2023) to 80,000 (target by 2030)
(NDP6 DO 0114) By 2030, the number of informal enterprises transitioning into the formal economy has increased from 310 to 950.	
(NDP6 DO 0107) By 2030, the percentage share of manufacturing has increased from 10.6 percent (2024) to 18 per-cent.	
(NDP6 DO 0108) By 2030, green baseload electricity produced from 0.0 GWh to 143 GWh.	<ul style="list-style-type: none"> Green Ammonia Production per ton per annum 3700 (baseline 2025) to 3800,000 (target by 2030) Direct Reduced Iron per ton per annum 15,000 (baseline 2024) to 2,000,000 (target by 2030) Green Baseload Electricity (GWh) 0 (baseline 2024) to 143GWh (2027)
(NDP6 DO 0303 & DO 0109) By 2030, Namibia has diversified its renewable energy sources creating 30,000 green jobs from 800	<ul style="list-style-type: none"> Employment creation (Green Industries) 800 (baseline 2025) to 30,000 (target by 2030) percent of local content and participation (Green Industries) 0 (baseline 2025) 30 (target by 2030)
(NDP6 0112) By 2030, the nuclear industry's contribution to GDP has increased from 3.2 to 4 percent	<ul style="list-style-type: none"> Establish Small Modular Nuclear Plants 0 (2025) to 1 (2030)



How the Strategic Plan address the NDP6 Goals	
Strategic Objective	Initiative/ Indicator
<ul style="list-style-type: none"> • SO2.1: Enhance enterprise productivity, competitiveness and sustainability • SO2.2: Enhance industrial production capacity and promote value addition 	<ul style="list-style-type: none"> • Improve productivity of manufacturing sectors. Efforts will include formalisation and integration of informal economic activities into the formal economy, support SMEs, cooperatives and individuals to produce for markets. • Value addition of mineral resources • Accelerate support to enterprises in the country for their development, mainstreaming into the economy and increased contribution to GDP.
<ul style="list-style-type: none"> • SO2.1: Enhance enterprise productivity, competitiveness and sustainability • SO2.2: Enhance industrial production capacity and promote 	<ul style="list-style-type: none"> • Manufacturing sector jobs • Mining sector jobs • Provision of financial support to manufacturers through the ministerial financing scheme and encouraging financial institutions to provide financial; improve industrial infrastructure by remodelling MSME parks into industrial hubs and creating specialised industrial zones; and create favourable policies to incentivise investment in the manufacturing sector, and promote the adoption of advanced technologies in the manufacturing sector • Develop enterprises through MSME infrastructure development, provision of technical and financial support to MSMEs, improve incentive programmes for MSMEs, and develop market access schemes for MSMEs.
<ul style="list-style-type: none"> • SO4.2: Ensure sustainable access to energy • SO4.1: Advance the development of low-carbon energy solutions • SO2.2: Enhance industrial production capacity and promote value addition 	<ul style="list-style-type: none"> • Comprehensive policies and legislative frameworks to accelerate the development of the green industries will be developed • Several jobs are earmarked to be created through several envisaged green energy projects • operationalisation of Namibia's Green Industrialisation Blueprint
<ul style="list-style-type: none"> • SO4.2: Ensure sustainable access to energy • SO5.1: Review, amend and develop applicable sectoral policies and legislative frameworks 	<ul style="list-style-type: none"> • Create a Responsive Governance Framework for the Nuclear Industry • Fast-track the implementation of identified projects, including uranium value addition; small modular reactors and nuclear power generation.

NDP6 Objectives and Indicators	
NDP6 Desired Outcome	NDP6 Indicator
(NDP6 DO 0119) By 2030, Namibia has increased export of processed minerals from 46.6 to 57 percent.	<ul style="list-style-type: none"> • Percent of processed mineral exports (value-added) (N\$ billion) 46.9 (2024) to 54 (2030) • Royalties (N\$ million) 2,936 (2024) to 5,000 (2030) • Foreign direct investment Employment enterprises (persons) 15,653 (2023) to 20,000 (2030)
(NDP6 DO 0128) By 2030, Namibia has a sustainable mix of locally generated energy capacity by increasing installed generation capacity from 734MW to 1153MW	<ul style="list-style-type: none"> • Local installed generation capacity in Megawatts (MW) 734 (2024) to 1153 (2030)
(NDP6 DO 0129) By 2030, Namibia's access to electricity to support industry and household development increased from 59.3 percent to 70 percent.	<ul style="list-style-type: none"> • National Electrification Rate 59.3 (2023) to 70 (2030)
(NDP6 DO 0302) By 2030, Namibia has reduced its reliance on imported electricity by increasing electricity generated renewable energy sources from 367MW to 700 MW	
(NDP6 DO 0403) By 2030, Namibia has attained 50 percent of integrated statistical and geospatial systems	Percentage of statistical and geospatial information systems integrated
(NDP6 DO 0407) By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent	<ul style="list-style-type: none"> • Citizen satisfaction rate • Number of functions delegated • Number of functions devolved



How the Strategic Plan address the NDP6 Goals	
Strategic Objective	Initiative/ Indicator
<ul style="list-style-type: none"> • SO3.1: Strengthen surveying and research to stimulate investment in the sector • SO3.2: Empower Namibians to participate in the mining industry 	<ul style="list-style-type: none"> • Improve geoscience surveying and research to increase knowledge • Accelerate efforts towards developing mineral value addition in the country
<ul style="list-style-type: none"> • SO1.1: Accelerate investment in infrastructure development • SO4.2: Ensure sustainable access to energy • SO4.1: Advance the development of low-carbon energy solutions 	<p>Working with stakeholders, MIME will coordinate efforts towards:</p> <ul style="list-style-type: none"> • Bulk generation, transmission, and distribution infrastructure of electricity; mobilisation of sectoral electricity infrastructure investment; development of energy storage systems; and development of a Nuclear Power infrastructure.
<ul style="list-style-type: none"> • SO1.1: Accelerate investment in infrastructure development • SO4.2: Ensure sustainable access to energy • SO4.1: Advance the development of low-carbon energy solutions 	<ul style="list-style-type: none"> • Ensuring access to affordable electricity in the country
	<ul style="list-style-type: none"> • Accelerate investment and adoption of green energy
SO3.1: Strengthen surveying and research to stimulate investment in the sector	<ul style="list-style-type: none"> • Strengthen geoscience infrastructure and human capital development • Improve coordination, and promote utilisation and dissemination of geoscientific data
SO5.2: Enhance Organisational Performance	<ul style="list-style-type: none"> • Improvement in organisational structure, streamlining operational processes and policies, decentralisation of functions to regional and local government levels,

ANNEX 3: MANDATES OF DEPARTMENTS AND DIRECTORATES WITHIN THE MINISTRY OF INDUSTRIES, MINES AND ENERGY

Departments/ Directorates	Functions
Directorate of Energy (DE)	DE is mandated to ensure the adequate and affordable energy supply in a sustainable manner taking advantage of our natural resources in support of the nation's socio-economic development. The Directorate is responsible for the implementation of the Energy Policies and enforces the compliance of legal requirements of energy legislation (Electricity Act, 2007) and regulations and researches new and renewable sources of energy.
Directorate of Energy Funds (DEF)	<p>DEF administers the National Energy Funds. The National Energy Fund (NEF) was established in 1990, by the Petroleum Products and Energy Act of 1990, Section 11, Subsection 1 and 2, as amended in 2003. NEF receives monies from the Petroleum Equalisation levy, collected in respect of levies imposed on controlled petroleum products consumed in the country. The Fund also collects funds on behalf of the Motor Vehicle Accident (MVA) Fund and Road Safety Secretariat (RSS) and remits it to the respective institutions. NEF also receives money collected by NamPower for the electricity levy.</p> <p>The NEF administers the "Slate Account" which is an account between the State and the Suppliers of petroleum products. The purpose of this account is to make payments of under-recoveries to suppliers of petroleum products and receive over-recoveries from suppliers of petroleum products caused by the international oil prices and the exchange rate fluctuation, among other factors, in relation to fixed local pump prices.</p> <p>The directorate also administers the Solar Revolving Fund (SRF). The SRF is a credit facility established by the Ministry in 1996 to stimulate demand for the utilisation of renewable energy technologies in the rural areas, especially for communities living in off-grid areas, but also to urban clients.</p>
Department of Diamond Affairs (DDA)	<p>DDA is the national establishment aimed at protecting the diamond industry of Namibia from illicit activities and to promote the diversification and integration of the industry into the rest of the economy in order to maximise its contribution to the socio-economic development of Namibia. Its core function is to control and monitor diamond exploration and mining activities and diamondiferous concentrate movement systems and processes within Namibia, in order to ensure that the country derives maximum benefit from the exploitation of its most precious mineral resource</p> <p>The mandate of Diamond Affairs is to protect the Diamond Industry of Namibia from smuggling and other illicit activities and to promote the diversification and integration of the industry into the rest of the economy in order to maximise its contribution to the socio-economic development of Namibia.</p>
Department of Mines (DM)	DM endeavours to promote the optimal exploitation of Namibia's mineral resources and integrate the mining industry with other sectors of the economy for the socio-economic development of the country.



Directorate of Downstream Petroleum Affairs (DDPA)	DDPA ensures that there is an adequate supply of petroleum products to the nation and minimises the negative impact of petroleum resources exploitation on the environment, and contributes to the creation of value for society from petroleum activities.
Department of Geological Survey (DGS)	DGS plays an important role in the development of Namibia's mineral and geological resources and in fostering sustainable development with due regard to the environment.
Directorate of Administration Services (DAS)	DAS consists of three divisions, namely Human Resources and Finance Management, Auxiliary Services, Records Management and Information Technology (IT). The directorate provides essential and support services for the efficient operation of the Ministry. These services include professional administration services and financial services.
Directorate of Commerce (DC)	DC is responsible for promoting a competitive do-mestic economy and market conditions
Directorate of Industrial Development (DID)	DID is responsible for promoting industrialisation, manufacturing, and entrepreneurial development in the country. The DID plays a vital role in formulating policies, strategies, and programs aimed at creating an enabling environment for local businesses, particularly Micro, Small, , and Medium Enterprises (MSMEs).

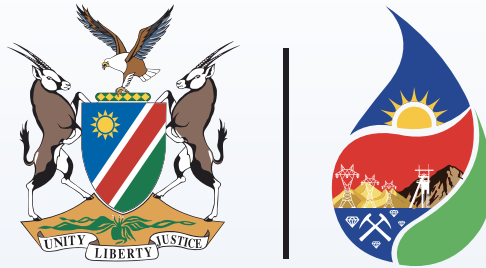
ANNEX 4: COMPREHENSIVE LIST OF ACTS, POLICIES AND PROCEDURES TO BE DEVELOPED OR REVIEWED

Name of Act or Policy	Action D = Development R = Review	Completed by When?				
		2025/26	2026/27	2027/28	2028/29	2029/30
LEGISLATIVE FRAMEWORKS:						
1.1 Chemical Weapons Bill	D					
1.2 Competition Bill	D					
1.3 Consumer Protection Bill	D					
1.4 Copyrights and Related Rights Bill	D					
1.5 Diamond Act	R					
1.6 Geological Survey Bill	D					
1.7 Mineral Development Fund (MDF) Act	D					
1.8 Minerals Act	R					
1.9 NOSF regulatory framework	R					
1.10 Petroleum Products and Energy Act	D					
NATIONAL POLICIES/ PLANS:						
1.1 Mineral Beneficiation Policy	D					
1.2 Corporate Social Responsibility (CSR) Policy for the mining sector	D					
1.3 Local Content Policy for the mining sector	D					
1.4 Nuclear Power Generation Framework	D					
1.5 National E-Commerce Policy and Strategy	D					
1.6 Debt Recovery Plan	D					
1.7 National Industrial Policy	R					
1.8 National MSME Policy	R					
1.9 National Energy Fund Policy	R					
1.10 Revenue Collection Policy and Procedures	R					
1.11 Sales and Marketing Agreement between GRN and De Beers renewed	D					
1.12 Spatial Data Standard Operating Procedures (SOP)	D					
1.13 Special Economic Zone (SEZ) master plan	D					
1.14 White Paper on Nuclear Power	D					

Several operational policies, procedures and plans earmarked for development/ review during the strategic period include:

1. Communications Policy
2. Security Policy (Review)
3. Training Policy (Review)
4. Vehicle Parking Policy (Review)
5. Backup Strategy (Review)
6. Audit Board Charter (Review)
7. Internal Audit Charter (Review)
8. Delegation of Power Policy (Review)





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